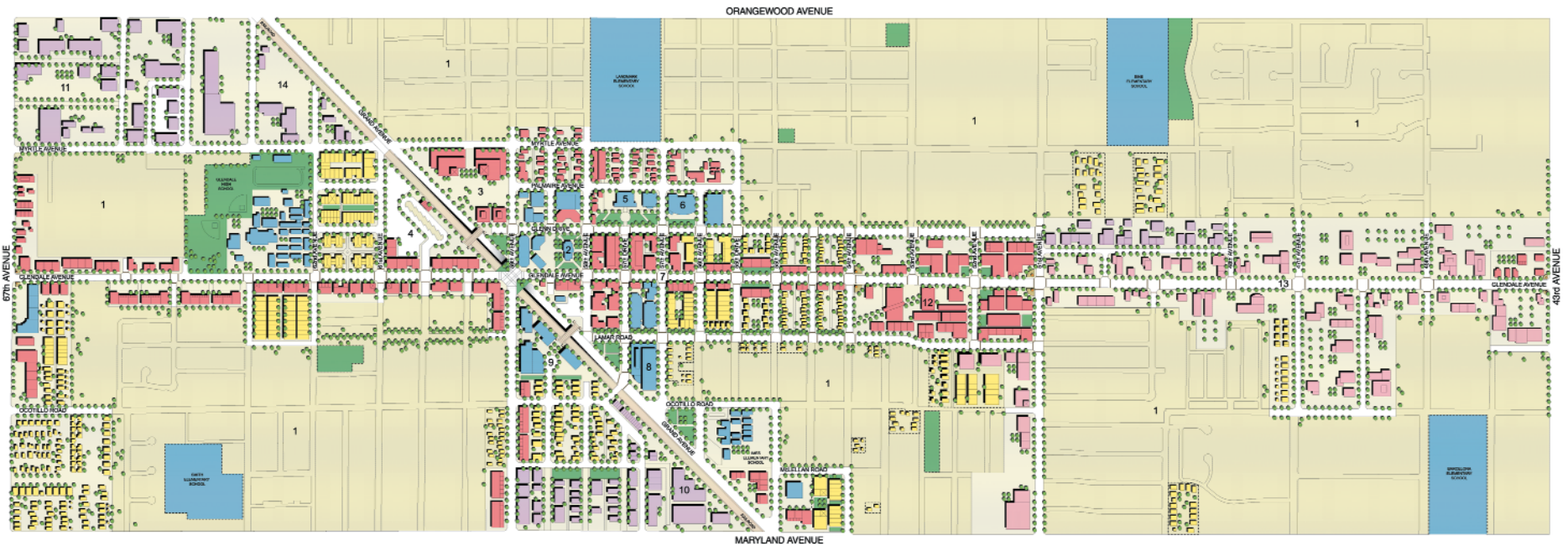


A Specific Area Plan

Glendale City Center Master Plan



City of Glendale, Arizona

RNL Design • Todd & Associates • Elliott D. Pollack & Company • Hamilton Rabinovitz & Alschuler • Entranco

Adopted by the Glendale City Council, July 23, 2002

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Executive Summary

Opportunities for City Center Today

Glendale City Center is positioned to be the focal point of the rapidly expanding West Valley (that part of the metro area west of I-17). Over the next several years, the West Valley is expected to grow 50% faster than the rest of the Phoenix Metropolitan area. At present, Glendale is the fourth largest city in Arizona. Glendale City Center's special character and identity bring people to the City for a pleasant, walkable experience. The voters have demonstrated strong support for the area by approving over \$411 million in bond issue funds to finance public and assist private projects throughout the City. Conditions and timing are right to launch a bold initiative to create a great new center for the West Valley.

City Center Goals

A mission statement was developed early in the planning process with input from the 36 member Citizens' Advisory Committee (CAC) and from the public. The following major goals were identified:

The City Center will be a vibrant, multi-cultural area where people are drawn from throughout the region for unique shopping, dining, cultural and entertainment experiences during the day and evening hours...

Where residents, visitors, and employees enjoy the charm of a small town atmosphere that is accessible, pedestrian-friendly, safe, and attractive...

Where opportunities to both live and work in the area are provided by a diverse mix of businesses, new high quality residential development and revitalized neighborhoods.

Challenges That Must be Addressed

Although Glendale City Center is centrally located in the West Valley, it lacks proximity to a freeway. Entrances into the City Center are not uniformly attractive or welcoming. It is in a relatively modest income context, and property conditions surrounding the commercial core are not consistent with the community's overall image. The City Center lacks attractions and critical mass for drawing visitors and investors on a consistent basis. Finally, due to the lack of sites large enough to entice new investment and development, the assemblage of contiguous smaller properties into larger sites is needed.

Highlights of the Plan

The plan's principal components, as shown on the City Center Illustrative Plan (Figure 1), include reinforcing residential neighborhoods, strategically placing public facilities to stimulate private development and enhance civic character, creating a positive image and identity on the major streets, creating industrial relocation areas for area businesses, creating new development sites, and developing new commercial and residential projects.

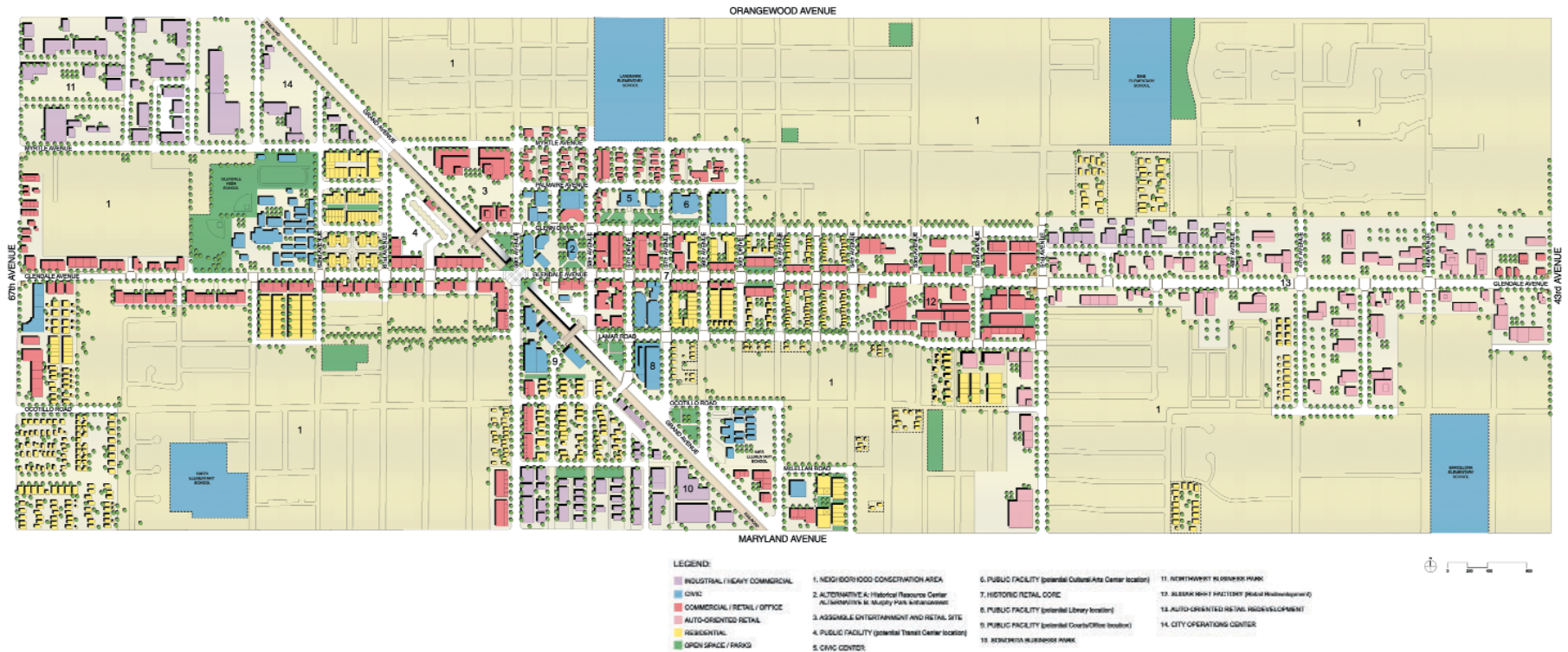


Figure 1: Illustrative Plan of the City Center

What the Plan Does

The City Center Master Plan (CCMP) identifies future land use designations to help evaluate future land use and zoning changes. It describes a realistic market approach to defining area projects. It analyzes the costs and revenues expected from private projects, and discusses financial inputs needed from the City. Finally, it includes the Redevelopment Area procedures necessary to utilize redevelopment statutory authority in the City Center. This is a critical element that will allow the City to undertake the activities specified in this plan.

The Study Area

The City Center study area is three square miles in size, bounded by 43rd Avenue on the east, 67th Avenue on the west, and the mid-section line streets of Orangewood Avenue on the north and Maryland Avenue on the south. It includes the traditional downtown core and several residential neighborhoods, industrial areas, and auto-oriented retail areas. It also includes portions of the Ocotillo and Cactus Council Districts. Grand Avenue traverses southeast to northwest through the western portion of the study area.

The City Center study area contains a wide range of land uses. Strip commercial uses dominate along Glendale Avenue with single family residential uses found beyond the retail uses. A large cluster of auto dealers is located on Glendale Avenue between 43rd and 51st Avenues. The primary City Center core, containing most of the City's public buildings, is between 55th Avenue on the east and 59th Avenue on the west, Lamar Road on the south and Myrtle Avenue on the north. North of Glenn Drive is Catlin Court, an area of single family homes and small retail buildings occupied by antique and specialty stores. Industrial uses are located along Grand Avenue and south of Glendale Avenue between 51st and 59th Avenues.

The City Center core area is the City's original town site. The area is laid out in a grid fashion, subdivided into short block lengths with lots that are typically 50 feet wide by 140 feet deep. Blocks are typically 300 feet wide by 400 feet long equaling about 2.75 acres. Since 1982, the City has expended considerable funds in the area on a new municipal complex, a public safety building, the Civic Center, street improvements and the acquisition of the largest office building in the City Center. Private property owners responded to these public investments by renovating several of the area's existing retail buildings. These efforts have resulted in the creation of a low-density development with a charming, historic character.

Background

The City Council directed that the City update its 1994 Downtown Master Plan as a component of the City's General Plan. The State of Arizona requires communities to regularly update such plans. The CCMP is a specific area plan that is long-range in nature, and will be incorporated into the City's General Plan.

The City assembled a team of consultants led by RNL Design (planning and architecture), including Todd & Associates (planning and landscape architecture), Elliott Pollack Associates (real estate market analysis), Hamilton, Rabinovitz & Alschuler (financial analysis), and Entranco (civil engineering) to prepare the CCMP.

The City Council also appointed a 36-member CAC to lead the public planning process and provide critical public input and leadership for the project. The committee included representatives from diverse backgrounds, which provided a representative cross-section of the entire community.

City Center Master Plan Overview

The CCMP is organized into four major components: Land Use and Design, Market Analysis Summary, Financial Analysis, and Redevelopment Area Plan. Each component is briefly described below.

Land Use and Design

The first component of the CCMP is a land use plan to help guide future development decisions and zoning changes. The land use plan identifies the optimal mix of land uses including retail, office, industrial, and different types of residential uses.

Market Analysis Summary

The second component of the plan is a market analysis of the study area. Different land uses were analyzed in specific sectors of the study area to assess their existing and anticipated future market viability, thus providing a "reality-check" for the City. Utilizing the results of this analysis, all concepts in the CCMP are considered to be viable uses that could realistically be expected to be built. A detailed report of this analysis is available in a separate document from the City of Glendale's Department of Economic Development.

Financial Analysis

The third component is the financial analysis that will be used to advise the City Council of the costs of undertaking specific projects. This includes the financial viability of specific projects, both public and private. It will also help the City Council in the development of the City's Capital Improvements Program (CIP) used to direct how public investments are made in infrastructure, property acquisitions, and the programming of projects approved in the 1999 Bond Election.

Redevelopment Area Plan

The final component addresses specific redevelopment activities. The Redevelopment Plan's specific redevelopment activities will enable the City to implement much of the CCMP, including land acquisition, and clearly identifies the CCMP's public purpose. The Redevelopment Area Plan also enables the City to enter into redevelopment agreements, and specifies how any relocations would be processed. The Redevelopment Area Plan complies with the requirements of Arizona law with regard to redevelopment activities.

Since the CCMP area and the Redevelopment Area are contiguous, the Redevelopment Area Plan is incorporated as a component of the CCMP. This eliminates overlap and duplication and makes the plan easier to use for residents, developers, business owners and other stakeholders in the area.

The City first adopted a Downtown Redevelopment Area Plan in 1989 as a component of an earlier Downtown Master Plan. This was subsequently amended in 1994 to reflect the General Plan currently in effect. The CCMP updates and replaces the 1994 Downtown Redevelopment Area Plan. The Redevelopment Area will be reviewed and updated. This will be done according to statutory requirements, which will be reviewed and acted on by the City Council according to state statutes.

The Planning Process

In October 2000, the City Council appointed a 36-member Citizens Advisory Committee (CAC) to provide direction and guidance to the planning process. These citizens were appointed to represent the Glendale community and reflect different fields of expertise. The committee included small and large business owners, real estate professionals, civic organizations, neighborhood leaders, property owners, community development professionals, and development finance professionals. The CAC conducted more than 20 meetings to develop and review concepts, study specific issues in great depth, hold focus groups on different topics, and act as a "sounding board" for the concepts being developed.

From October 2000 to July 2001, the City hosted more than a dozen public meetings to identify issues and goals of the community, select priorities, provide direct feedback into the different concepts being developed and to help narrow down the different ideas being developed. The series of public meetings included at least one meeting in each council district of the city, as well as several meetings at the Civic Center. More than 750 citizens participated in this planning process and provided direct input into the project. As a component of these meetings, citizens were asked to provide comments on maps, comment cards, and questionnaires. The City also hosted an informational booth at the Glendale Glitters festival to solicit input and comments, and posted a project web page with an on-line questionnaire. In addition to the standard community outreach process, notices of two major citizen-participation meetings were mailed to all property owners in the study area inviting them to participate.

Another major component of the planning process was a Developer's Round Table Meeting, where the City invited 25 active developers in the region to review the initial concepts and provide their comments. The purpose of this meeting was to act as an

additional "reality-check" so that the CCMP would not include unrealistic and unachievable projects or policies. These developers were chosen for their significant experience in retail, residential, office, industrial and mixed-use projects. Their input helped the City to refine the concepts and ensure that realistic objectives were included.

Relationship To Other Planning Initiatives

The City has conducted several planning initiatives for the City Center area in the previous decades, resulting in improvements being made in the area and priorities established, including streetscape improvements in the core, the Civic Center and improvement of Catlin Court. These recent planning initiatives include:

- Catlin Court District Plan
- Bond Election Projects, 1999
- Glendale Historic Resource Survey, 1997
- Sonorita Neighborhood Study, 1997
- Grand Avenue Alignment Historic Building Survey, 1993
- The Magnetic Mile, 1991
- Downtown Glendale: A Guide for Urban Design and Revitalization, 1989
- Glendale Historic Building Survey, 1980

This plan acknowledges the effort that has gone into these previous plans, and builds upon them where possible.

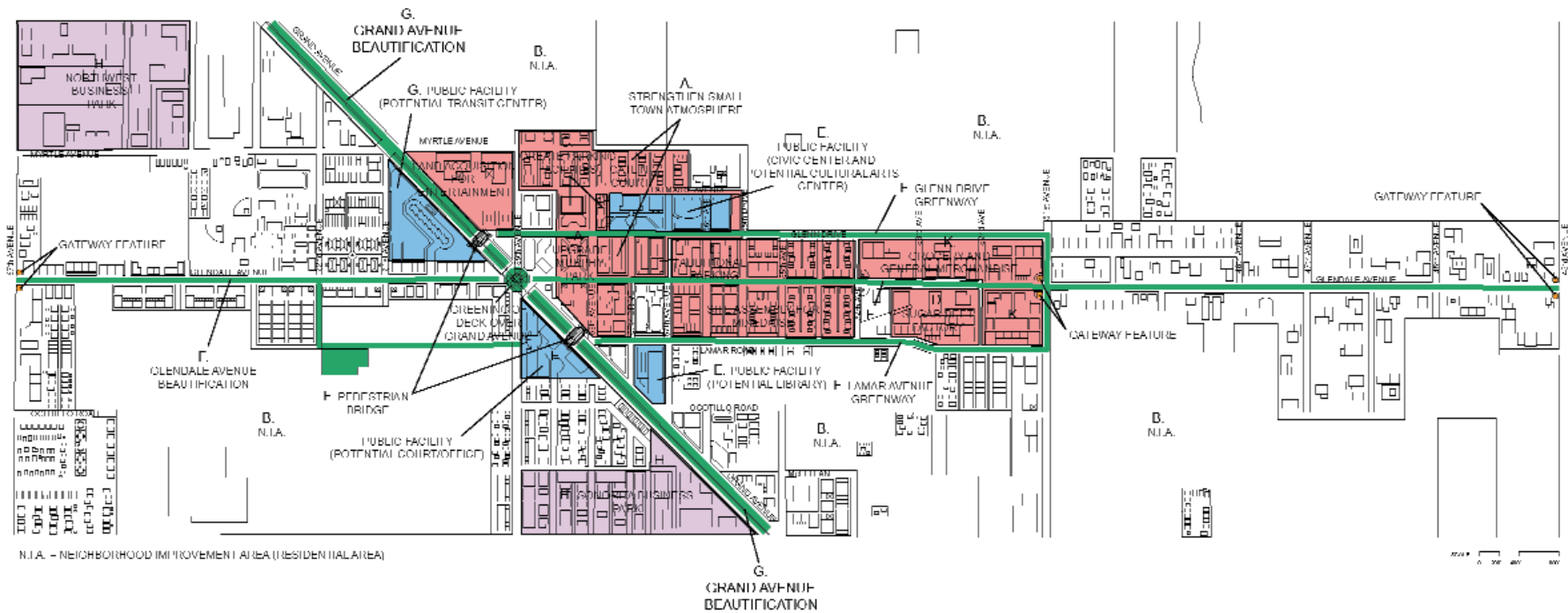


Figure 2: Priority Projects and Initiatives

Priority Projects and Initiatives

As part of the citizen participation process, CAC meetings and planning process, a list of goals, priority projects and initiatives was developed to guide the CCMP's policy recommendations. Figure 2 identifies these projects and initiatives. The following goals are the basis for the planning policies and projects identified in this plan.

A. Preserve and enhance the current "small town" atmosphere while providing a strong economic and social foundation for the community.

This includes development of design guidelines to maintain the pedestrian scale of development, identification of a diverse mix of residential and commercial land uses that would maintain the unique character of the City Center Area, while allowing for a more diverse economic base and social opportunities.

One of the most critical aspects of this redevelopment program is the preservation and enhancement of the current "small town" atmosphere with pedestrian-scale architecture and quaint buildings. The City will guide future development through a specific set of design standards including pedestrian-oriented design requirements for the core downtown area.

The plan includes details for enhanced property maintenance activities including proactive code compliance, stronger property maintenance codes, development and implementation of a coordinated infill housing program, development standards, and use of housing redevelopment incentives.

B. Strengthen and protect residential neighborhoods (Neighborhood Improvement Areas) from blight and incompatible land uses.

This includes development and implementation of more proactive code enforcement measures, policies to promote infill housing,

neighborhood revitalization projects, and relocation of incompatible non-residential land uses from viable neighborhoods to areas more suitable, such as business parks. It will also include the future creation of enhanced property maintenance codes governing landscape maintenance, aesthetics, building safety and property maintenance.

The following are recommended minimum standards for strengthening the City's property maintenance codes. The city should study these specific standards and others for implementation.

- **Landscaping:** Minimum landscape in all parts of a property visible from a public right-of-way. Yards may not be dirt; they must have some type of ground cover such as grass, rock, or gravel. Landscaping must be maintained. Any dead trees, shrubs or overgrown shrubs, or plant material constitute a blight condition and are considered a nuisance.
- **Vacant or Abandoned Buildings/Structures:** Any vacant or abandoned buildings or structures that are structurally sound and weatherproof must be secured against unlawful entry. A building or structure may be boarded up for a maximum of 12 months. It must then be repaired or demolished.
- **Unfinished Buildings, Structures, Additions, or Appendages:** Where a valid building permit has been issued and is in effect, all exterior components must be completed; walls, roofs, windows, doors, finish materials (paints) within two years.
- **Walls and Fences:** Any wall or fence visible from a public right-of-way that is missing blocks, boards or other material must be repaired using like-materials.
- **Building or Structures:** Buildings and structures must be maintained in good repair so they do not present a slum-like

appearance characterized by dilapidation, deterioration, excessive make-shift repairs, holes, rot, cracking, peeling or other evidence of physical decay, neglect or lack of maintenance.

● **Building Materials:** All wood surfaces must be finished except those naturally resistant to decay. Chipping or peeling paint in excess of 20% visible from a public right-of-way is not permitted to remain. Broken, curled, or rotted roofing materials are not permitted to remain. All repairs/painting must be with like materials and be visually compatible.

It is important that the City revitalize and stabilize a number of older residential neighborhoods in City Center. Several older neighborhoods have experienced blighting influences such as lack of property maintenance, crime, obsolete infrastructure, and property values that have not kept pace with other areas.

The City plans to undertake a more proactive approach to code compliance and property maintenance issues in the City Center. More stringent property maintenance codes should be implemented with the goal of requiring owners to maintain their property to a higher standard than currently exists.



Figure 3: Parking with Retail Wrap

Older residential neighborhoods have been identified as needing new infill housing through the acquisition and removal of blighted structures and their replacement with new high-quality housing. The City intends to

become more proactive in the promotion of infill housing by working in partnership with for-profit infill developers and not-for-profit housing development corporations.

C. Enhance parking facilities in the City Center core.

This includes identifying locations for parking structures and surface parking lots in the core area to serve major attractions such as the Civic Center, Catlin Court, and retail businesses. Parking availability and accessibility are major influences in the future development of the area. In the past several years, a number of new and expanded destinations have been developed, including retail stores, cultural attractions, and the Civic Center. The following specific activities will be undertaken by the City:

- 1) Acquire and prepare additional land for parking facilities and develop new surface and structured parking facilities that will serve major attractions. Surface parking lots may be developed as a permanent use in specific areas as part of an overall redevelopment of a property to meet parking requirements. In other cases, surface parking lots may be developed as an interim use prior to properties being redeveloped to their highest and best use. This may include, but is not limited to, relocation of current users, demolition and site preparation, and construction of appropriately designed, structured parking facilities. The City will endeavor to design parking facilities of all types that are aesthetically appropriate and designed to provide the lowest visual impact on the surrounding area.
- 2) Improve new and existing parking facilities by installation of additional lighting, landscaping, re-surfacing, signage and other improvements.
- 3) Improve and expand existing on-street parking opportunities in concert with the needs of new and existing land uses.
- 4) Development and implementation of comprehensive plans for

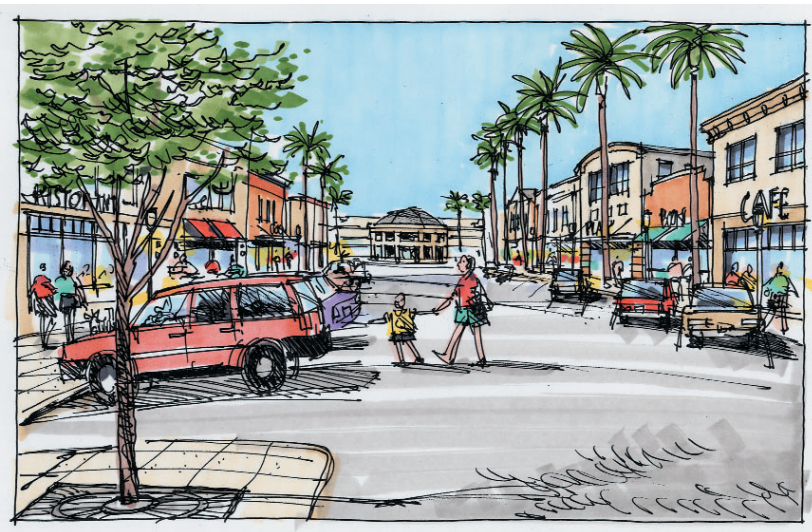


Figure 4: Allee Retail

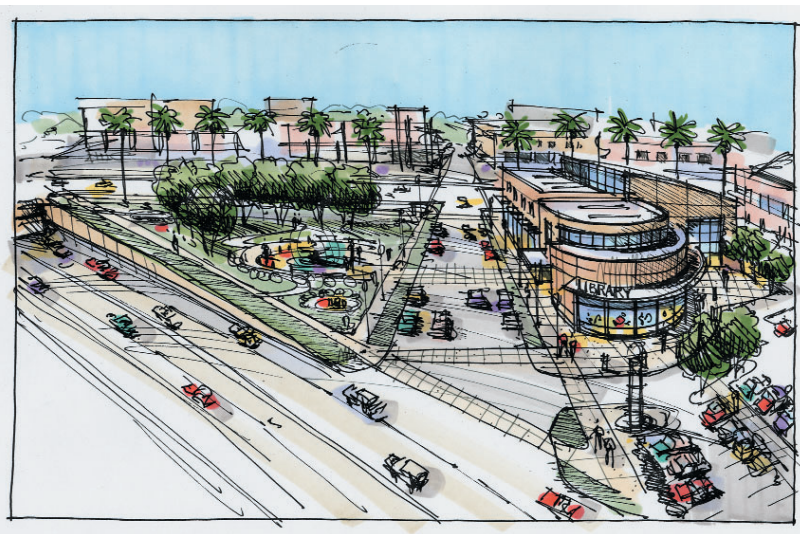


Figure 5: Public Facility at 57th Drive and Lamar
(Potential Library or other Public Facility)

employee and visitor parking in the City Center area. This may include provisions to maintain high-visibility parking for customers, providing additional employee parking, and development of financing mechanisms to implement equitable parking management.

5) Add at least 400-500 new spaces to the current City Center inventory of 1,880 parking spaces, based on the anticipated needs of projected future development.

D. Develop quality restaurants and evening entertainment facilities.

The citizen participation process and market analysis identified a potential for the City Center area to become a major hub for restaurants and entertainment due to its pedestrian-friendly environment, unique architecture, and public space. A number of sites have been identified to capitalize on this potential and provide development opportunities for such uses. This includes identification of properties for redevelopment and rehabilitation into buildings suitable for those uses. For example, 57th Drive from Glenn Drive to Grand Avenue has potential sites that could house future restaurant or retail uses. The City will encourage these projects through site assembly and economic incentives to developers and business owners.

E. Enhance public facilities such as a cultural arts center, library facilities, municipal facilities, parks and open spaces.

In the 1999 bond election, a number of public projects were approved for funding. These included a cultural arts facility, library improvements, new courts, park improvements, city office buildings, and other projects. The citizen participation process showed continued support for the development of these and other public projects. To guide public land acquisition policies, sites were evaluated and identified as optimal locations for public facilities. Land acquisition will be required in order to assemble these sites, and resources allocated in a proactive manner. The Glendale Civic Center could be further improved by public acquisition of two bank buildings currently located immediately in front of the buildings to create attractive open space for public uses. If these properties are acquired to enhance the Civic Center campus, cooperation with both businesses will be required to assist in relocation to more suitable, and commercially viable locations. These banks would perhaps become more viable with frontage on a major street such as Glendale Avenue.

F. Improve pedestrian and vehicular circulation.

Improve circulation to safely and efficiently move pedestrian and automobile traffic through and around the City Center area. Improvements include changes resulting from the Arizona Department of Transportation (ADOT) Grand Avenue project, as well as pedestrian, bicycle, automobile routes and linear parks improvements. Changes in land use will in some cases require modifications to circulation links in order to minimize conflicts between different forms of traffic.

ADOT has planned to improve five intersections on Grand Avenue through Glendale. This includes construction of overpasses and underpasses to reduce the number of six-way intersections. In City Center this includes a potential underpass at 59th and Glendale, and a potential Maryland overpass at Grand and 55th Avenue.

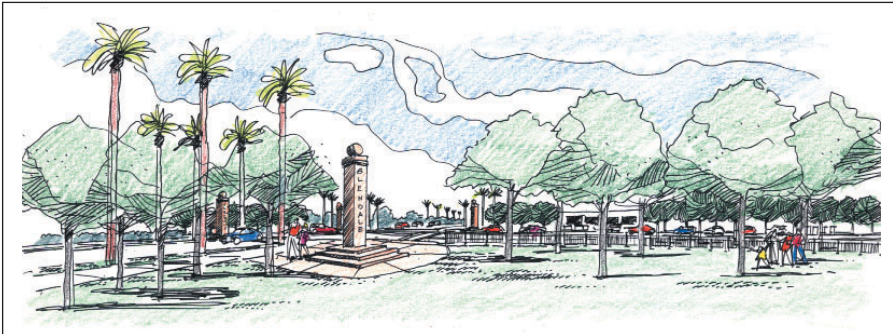


Figure 6: Grand Avenue Pedestrian Deck

City Center includes places with different pedestrian and vehicle circulation needs. The downtown core is largely pedestrian-oriented while other areas, such as east of 51st Avenue or west of Grand Avenue, are currently more vehicle-oriented. The City will continue to develop more attractive pedestrian links such as wide sidewalks and shaded areas throughout City Center to improve the appearance and performance of pedestrian thoroughfares.

Improvements to pedestrian and vehicular circulation will also include construction of pedestrian bridges over Grand Avenue as part of the construction of the Grand Avenue underpass to preserve the pedestrian links between the two sides. Additionally, other forms of transportation, such as bicycles, will be directed toward specific areas such as linear parks and paths in order to reduce points of conflict. Automobile circulation and safety is a major objective that includes improvements to points of conflict, making pedestrian crossings safer, traffic calming measures, and enhancing general circulation patterns.

Another specific improvement is the development of walking/biking trails using the rights-of-way of Glenn Drive and Lamar Road. These greenways will reduce car/pedestrian conflicts as well as provide a frame for downtown that delineates residential from commercial/mixed-use areas.

G. Stimulate investment west of Grand Avenue by development of public facilities, private redevelopment projects, pedestrian bridges, and other crossings.

The area west of Grand Avenue in City Center is perceived as needing special consideration in order to stabilize property values, eliminate blighting influences, and to promote more public and private investment. Grand Avenue is a physical barrier that is further complicated by the railroad tracks. Planned improvements to Grand Avenue will require additional pedestrian crossings to minimize the actual and perceived divide caused by the road and railroad. Similarly, both public and private redevelopment projects may be needed to stabilize the area and spur additional investment. This would improve property values and demonstrate that new development is viable in the area.

Several areas west of Grand Avenue would benefit from investment in older buildings and the construction of new buildings. Additional retail, residential, commercial and public uses would help to stabilize property values. The City will acquire sites for public

facilities, and may also acquire redevelopment opportunity sites for private projects. Different types of incentives such as site acquisition/ preparation assistance, tax incentives, and other types of public/private partnerships will be considered in order to stimulate private projects.

The CAC offered support for the ADOT design concept that locates Grand Avenue below grade at 59th and Glendale. It was perceived that this option would create less of an east-west barrier than if 59th Avenue was turned into an overpass or underpass. Specifically, a 59th Avenue underpass or overpass would add a second east-west barrier in addition to Grand Avenue and the railroad. It would also leave two key areas isolated between 59th and Grand, north of Glendale Avenue; and south of Glendale Avenue. The 59th Avenue option would significantly limit redevelopment potential in these areas, and would widen the gap between the east and west portions of the City Center.

H. Develop business park facilities for businesses currently located in residential neighborhoods, and to provide job opportunities in the City Center area.

A number of businesses are currently located in areas unsuitable for such uses. This includes automotive repair facilities, welding shops, wheel and hubcap facilities and other industrial-natured operations located adjacent to and intermixed with residential areas and in Neighborhood Improvement Areas. Optimal solutions to these conflicts could include the relocation of heavy commercial and industrial uses to areas with more appropriate infrastructure, compatible neighboring land uses, and suitable transportation links.

Additional sites may need to be acquired and developed with infrastructure to support industrial business uses, particularly any businesses relocated from residential neighborhoods. Creation of quality local jobs is a major factor in enhancing the quality of life for residents. It will also enhance the City Center's appeal to support

businesses, retailers, restaurants, and diversify the economic base of the community.

Separation of residential and industrial uses could also be accomplished by relocating residents to viable neighborhoods and then developing industrial uses in the vacated area. Assistance would be offered to residents living in areas such as portions of Sonorita to relocate to a more viable residential area. An infill housing program will be critical to the success of this initiative. The City will work with not-for-profit and other developers to create good quality and affordable housing opportunity areas in the City Center. The City intends to promote the development of business park uses through land acquisition, site preparation, infrastructure development and partnership with business owners and developers, including use of economic incentives. Development of infrastructure and business parks will lessen the impact of businesses being relocated.

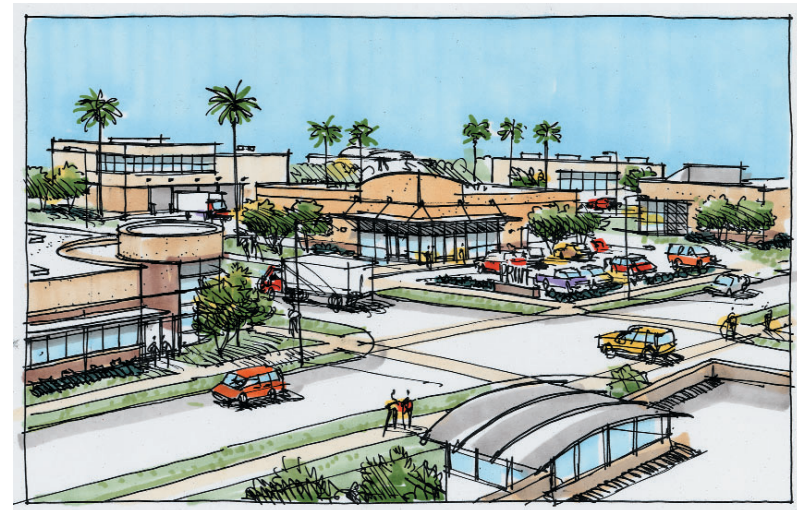


Figure 7: Northwest Industrial Park



Figure 8: Mixed Use on Glendale Avenue Blocks

I. Assemble sites for high-quality retail, residential, office, and mixed-use projects.

In order to spur new investment and improve property values, redevelopment sites were identified for new projects. Incentives and other forms of assistance such as land assembly will be required in order to attract developers to upgrade under-performing properties and replace blighted structures with high quality development.

The City Center Area is dominated by properties located on small lots and with diverse ownership and often unsuitable zoning. This is unlike other areas that have large amounts of undeveloped land under control of single owners. One of the reasons that the City Center Area has not seen major redevelopment projects is due to the lack of suitable parcels for sale at the same time. Suitable parcels are those without impediments such as existing buildings, potential environmental issues, or other issues, such as obsolete infrastructure or complicated ownership status.

In order to attract significant redevelopment projects, property must be assembled, prepared for development, and made available to developers. The only public entity able to undertake such land assembly is the City. Redevelopment sites have been identified and funds for redevelopment land acquisition were approved in the 1999 bond election. The City has been authorized to utilize significant redevelopment bond funds for specific redevelopment land acquisition purposes. The City will, over the course of several years, acquire property preferably through negotiated purchases, but also through the use of eminent domain if other methods fail. Land that is acquired will be prepared for development; developers will then be invited by Requests for Proposals (RFP's) to propose projects. The City will become more active in land acquisition of properties for sale but will also consider use of eminent domain where deemed necessary to assemble a site for redevelopment.

J. Diversify and enhance neighborhood retail stores.

Economic diversification would promote the City Center Area as a more vital part of the economy where residents and visitors can purchase essential items. The

Introduction

City Center Area currently lacks essential retail such as grocery and drug stores that could attract people to the area and retain sales within the community. Diversification of the retail base would also protect the area from any downturn in a specific segment of the economy.

City Center currently lacks a number of basic retail components that would attract more shoppers and lessen the sales leakage to other areas. A diverse retail business mix will also insulate the local economy from downturns in specific market segments, particularly those selling luxury (non-essential) products. Additional grocery, drug and general merchandise stores will be targeted for redevelopment opportunities. The City will assist private developers who intend to create attractive and diverse retail businesses. This assistance may be in the form of site assembly/preparation, tax incentives, matching grants, and other development assistance.

The City will promote these types of redevelopment through assemblage of blocks through negotiated purchase (or eminent domain if negotiations fail). Sites will be purchased, cleared, and developers selected to undertake the project desired by the City.

Bond Issue Projects

In the 1999 bond election, over \$130 million in public projects and initiatives that could be undertaken in the City Center were approved by Glendale voters. This was part of the \$411 million bond election package. The election also authorized funds for redevelopment land acquisition by the City. These projects directly support the priority projects and

initiatives outlined above. A major purpose of the CCMP is to determine the most appropriate location for some of these public works projects, where public funds can be best spent to generate the maximum community benefit and leverage maximum investment from private sector investors.

The CCMP provides the City with the confidence to proceed with specific projects, understanding how the many different parts can fit together. The finance and market analysis components are the "reality checks" to ensure that concepts are viable, and to provide the City with added confidence to accept or decline specific proposals from property owners and developers.

Bond Election Projects	Funded In CIP 2002-2007	Un-Funded In CIP 2007-2012	2012-2022	TOTALS
Cultural Arts Facility		13,215		13,215
Historic Building Restoration (Sugar Beet) ¹			6,538	6,538
Redevelopment Land Acquisition ²				0
Downtown Land Acquisition	8,000	7,072		15,072
Library Expansion/Population	1,000	5,700		6,700
Downtown Greenbelt		3,450		3,450
Murphy Park Improvements	300			300
Civic Center Enhancements	800			800
Catlin Court	800			800
City Office Building		5,000	5,000	10,000
Land For Courts	1,640	2,000		3,640
New Courts			20,000	20,000
Grand Avenue Beautification	400	700		1,100
Downtown Entertainment District	1,000	800		1,800
Multi-Cultural District		2,000		2,000
Downtown Urban Design	2,300	13,400		15,700
Transit Center		4,100		4,100
Total (Not Including Redevelopment Land Acquisition)	\$16,240	\$57,437	\$31,538	\$105,215

¹ Shown in Private Projects under Sugar Beet Factory

² Included in Private Projects Table

Note: Dollar amounts are shown in thousands.

Table 1: Bond Election Projects

Immediate Action Steps

During the next five years, in coordination with the City's Capital Improvements Plan, the following projects, programs, and policy initiatives are planned to occur.

- Public parking structure behind Bank of America building.
- Encourage renovation/rehabilitation of older retail/commercial properties using VIP and other programs.
- Initiate land acquisition process for public projects and for private development projects identified in the CCMP.
- Continue with Catlin Court street and alleyway improvements.
- Murphy Park enhancements.
- Landscaping enhancements to Lamar Road and Glenn Drive.
- Upon completion of the new Adult Center, convert old site to surface parking as an interim use.
- Coordinate the City's desired enhancements to Grand Avenue with ADOT as part of overall construction project.
- Coordinate cooperative re-zoning process with property owners (eg. Sonorita, Catlin Court commercial expansion, etc.)
- Recommend enhanced property maintenance code actions and zoning design standards and encourage consistent and proactive code enforcement.

For additional information see Table 6: Recommended Priorities of Project Timing and Funding.

Urban Design Strategy

The Urban Design Diagram (Figure 10) illustrates the major strategic revitalization recommendations in the City Center. The urban design strategy is based on the following concepts:

- **Improve the neighborhoods around the City Center:**

Creating safe neighborhoods for living and working will foster a positive attitude among developers and residents alike. An integrated approach to code enforcement, selective acquisition and infill, removal of nuisance industrial uses will play a role in the upgrading of the area. This will also create a safe and attractive setting for the commercial core.

- **Create positive image and identity on the major streets:**

Glendale Avenue is an important arterial street that should create a positive image of the city with streetscape and entry features. At the crossroads of Glendale and 59th Avenue, the Grand Avenue beautification program will greatly improve the appearance of Glendale along this highway, in addition to developing new entries into the City Center.

- **Focus public projects in the compact core area:** The approved bond election projects such as courts, cultural arts center and library are planned within an easy walking distance of Murphy Park, helping to reinforce the character of the core as an easily walkable retail area with a unique character. This theme is compatible with citizen input and priorities identified during the planning process.

- **Create industrial relocation areas for local businesses:**

Sonorita and Northwest business areas will provide sites to retain businesses relocated from residential areas, as well as bring in new businesses.

- **Reinforce existing retail areas:** Retail districts, especially

along Glendale Avenue, will be strengthened, including the auto dealer district, the commercial core around Murphy Park, and Glendale Avenue west of Grand Avenue. This may include the future creation of overlay zones to develop specific criteria for parking, signage, design, and other standards.

- **Develop commercial and residential projects:** Make land available for commercial, residential and mixed use projects east and west of the commercial core area to encourage redevelopment.

- **Preserve historical landmarks:** Buildings such as the Sugar Beet Factory will be renovated to reinforce the image, identity and function of the City Center. However, historically insignificant buildings do not have to be retained. The area includes several of the oldest houses in Glendale. Where appropriate to preserve Glendale's history, these may be relocated to more viable locations when land is assembled and prepared for redevelopment. Significant structures will be either preserved and rehabilitated in place or will be relocated to suitable locations and preserved.

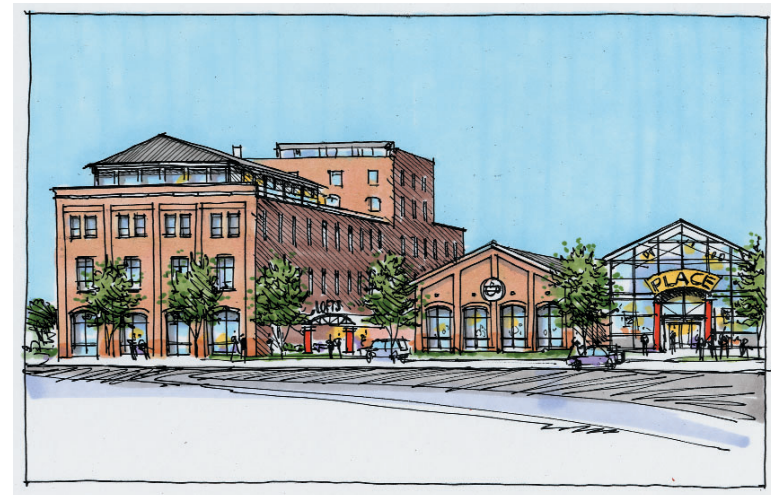


Figure 9: Sugar Beet Factory

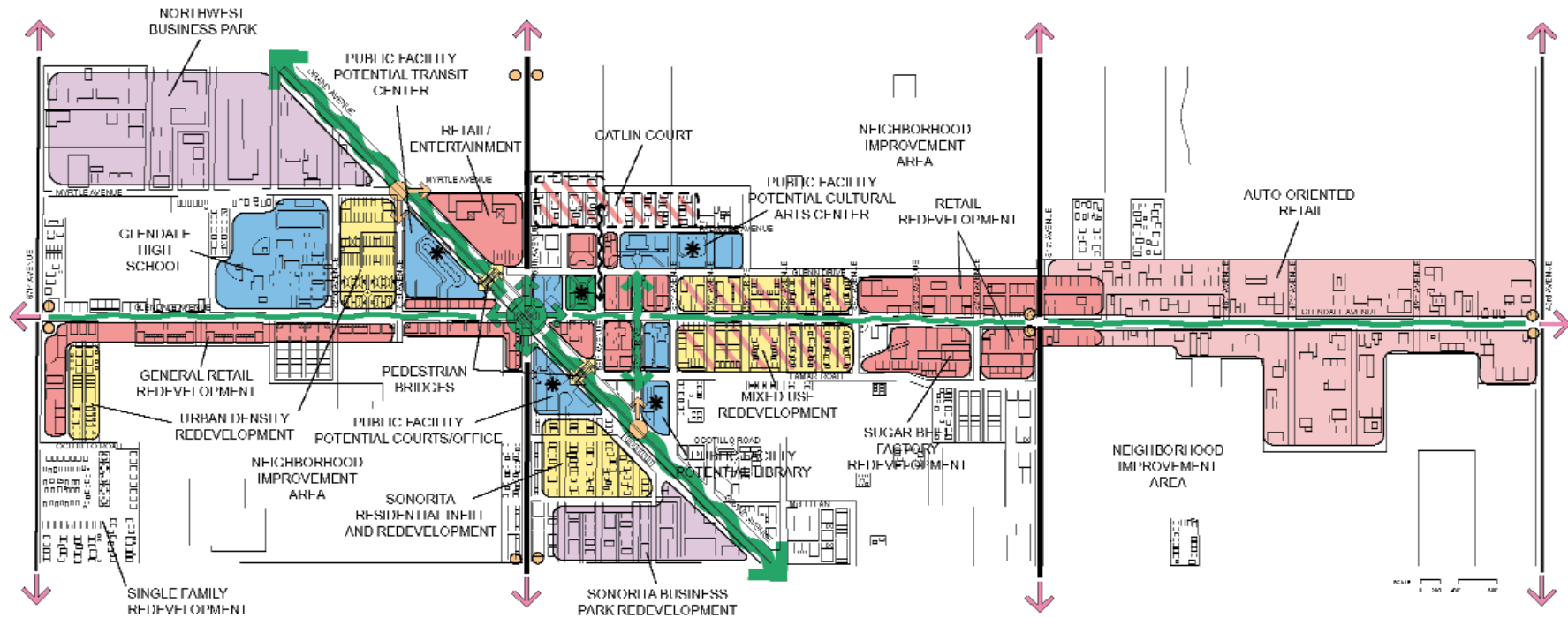


Figure 10: Urban Design Diagram

Land Use

The Land Use Diagram (Figure 12, following page) illustrates the specific land uses recommended for the City Center, reinforcing the Urban Design strategy.

Residential

Neighborhood Improvement

The Neighborhood Improvement Area (NIA) is a General Plan designation intended to encourage residential housing, especially of a single-family character. The means of keeping and enhancing these areas include code enforcement, selective land acquisition for infill residential units, removal of nuisance industrial businesses, and applying funds for housing subsidies and rehabilitation.

New Single Family

New infill residential development is envisioned in the NIA's. Some properties in the NIA's are consolidated enough to provide sites for new single family housing of urban densities. These sites are on both sides of Glendale Avenue, east of the commercial core and the northeast corner of 67th & Maryland.

New Multi-Family

Residential developments are envisioned on either side of Glendale Avenue east of the commercial core and west of Grand Avenue. Residential types include:

- Condos/Apartments at 12-20 units/acre
- Townhouses at 8-12 units/acre

New Mixed Use

Projects with a residential/commercial mix of land uses are envisioned near the commercial core, to reinforce the urban flavor of that area, and east of the core, either side of Glendale Avenue.

Existing Properties

Substandard and obsolete properties including mobile home parks, apartments and homes that need major repair or are beyond renovation may be acquired for redevelopment purposes, as described later in the Redevelopment Area Plan section of this report. Development of good quality residential homes will be a key driving force in City Center redevelopment.



Figure 11: Sonorita Residential Infill and Redevelopment

Commercial/Retail

Retail Core

This area will be an urban entertainment, restaurant and retail district around Murphy Park and in the Downtown Core Area from 55th to Grand Avenue, Myrtle to Lamar. It will build on the existing specialty retail district.

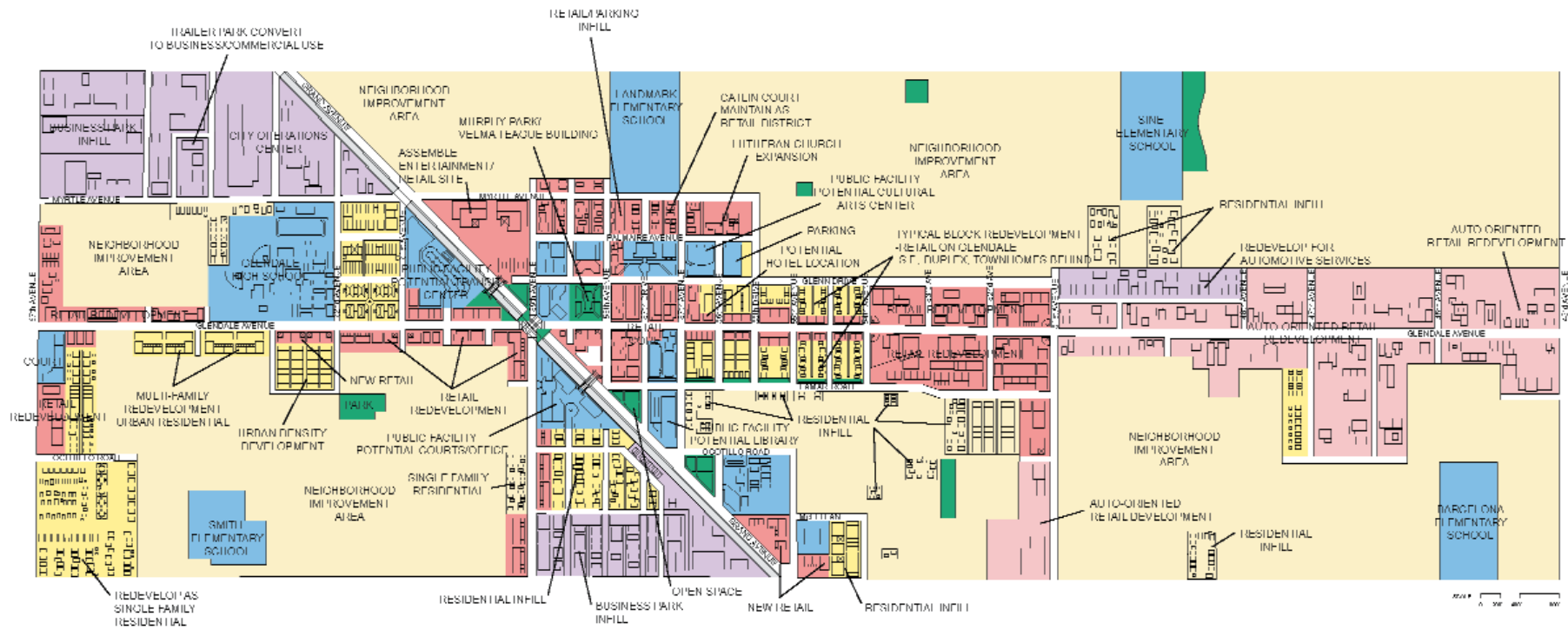


Figure 12: Land Use Diagram

Auto Dealers

The existing auto dealer area between 43rd and 51st, both sides of Glendale Avenue, will be maintained and enhanced as a center of retail activity along Glendale Avenue. Expanded sales areas are possible if the industry uses are relocated to less visible areas. The purpose of this is to promote new auto sales.

Catlin Court

Catlin Court will be enhanced and preserved as a charming, small-scale retail and residential neighborhood, and the commercial area expanded north of Myrtle Avenue with encouragement of private renovation of more buildings and extension of the streetscape and landscape improvements. Catlin Court includes residential and retail uses. Expansion of commercial uses to the north side of Myrtle will attract more specialty stores and promote a more balanced streetscape theme on both sides of Myrtle.

Mixed Use

Mixed commercial and residential developments are envisioned for the blocks between 54th Avenue and 57th Avenue, north and south of Glendale Avenue. These blocks are planned as urban density (8-12 dwelling units per acre) residential, live/work, retail shops and restaurants, creating a local community where services and convenience retail are within a few minutes walk. Residential development is projected to include small lot single family homes, duplexes, lofts, flats, townhouses and a variety of other housing types.

Entertainment/Retail

The area between 59th, Grand and Myrtle between the proposed Transit Center and Catlin Court relies on site acquisition to create locations for larger scale urban entertainment such as movie theatres, restaurants and other entertainment uses. This site includes high profile areas with direct access to 59th Avenue and Grand

Avenue. Myrtle will be a main access route into Downtown following ADOT improvements to Grand Avenue.

General Merchandise

Commercial service for the neighborhoods will be provided by new stores in locations at 51st on Glendale Avenue, between 54th and 57th on Glendale, and Glendale Avenue west of Grand Avenue.

Industrial

Industrial Relocation

Industrial and heavy commercial businesses now located in Neighborhood Improvement Areas will be offered the opportunity to relocate to either the Northwest Business Park or Sonorita Business Area. Nuisance and incompatible businesses that are not compatible with the residential neighborhood will be approached as a first priority for relocation. Assistance will be available for firms who choose to relocate.

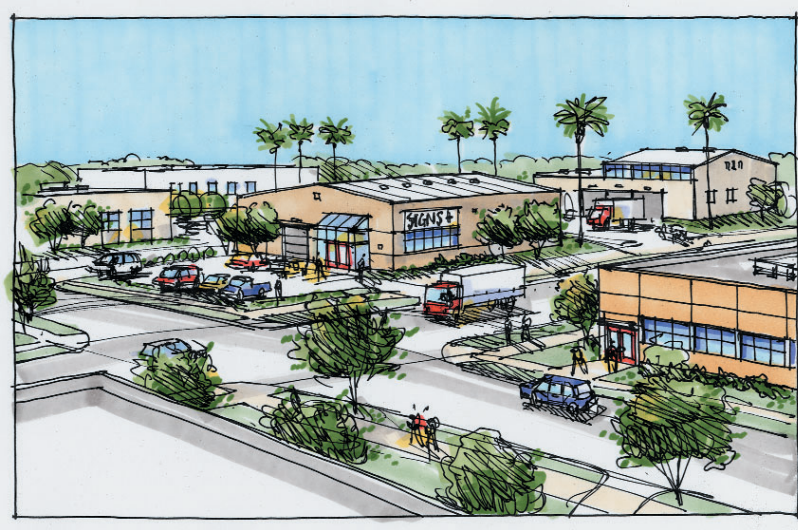
Northwest Business Park

The business park is intended as a location for larger industrial and heavy commercial business operations. It is located north of Myrtle Avenue and west of the City's Field Operations Center, located at 6210 West Myrtle Avenue. Industrial and heavy commercial business developments similar to the existing Earth Grains facility at 67th and Myrtle are envisioned for this area.

Sonorita Business Area

Industrial sites will be made available to smaller industrial and heavy commercial business operations, with an emphasis on those relocated from Neighborhood Improvement Areas, and areas where land assembly is needed to facilitate other projects. This area is located in the south and east portions of the Sonorita Neighborhood, south of McLellan and adjacent to the railroad tracks.

Figure 13:
Sonorita
Business
Infill and
Redevelop-
ment Area



Public Projects

New public facilities such as a cultural arts center and municipal buildings are planned for a small core area within a five-minute walk of Murphy Park which has been established as the municipal core area. Together, they will establish a civic character that will be another attraction of City Center. These facilities will offer services and conveniences within a walkable, pleasant downtown environment. The locations considered are conceptual and reflect the input of the citizen participation process and Citizen Advisory Committee. These are not intended to be final decisions on actual locations.

Parking

New parking facilities are planned in the City Center, close to shopping and City services, convenient for visitors. These proposed facilities include:

- A new 400-500 space parking structure on the existing lot behind the "Bank of America" building located at 5800 West Glenn Drive. This building is now owned by the City of Glendale. This structure

will have retail space on the ground floor on the Palmaire and 58th Avenue street fronts. This will provide retail continuity from the commercial core to Catlin Court.

- A surface parking lot behind the retail frontages facing 58th Avenue between Palmaire and Myrtle, at the location of the Baptist Church currently owned by the City of Glendale. This will provide additional parking for Catlin Court, particularly after new stores are constructed.
- Other parking facilities will be located close to the new downtown library, Cultural Arts Center, and Transit Center. In addition, commercial projects including a proposed hotel on 57th Avenue will have parking available for users.
- In the immediate term, a surface parking lot will be created at Glenn Drive and 57th Avenue (Adult Center site) until a new cultural arts center is constructed. This will be an interim use of this site only.

Library

There are two options for the current Velma Teague Library building:

- A. The building could be converted into a historical resources center for local history exhibits and for seasonal/traveling exhibits.
- B. The building could be demolished to allow for expansion of Murphy Park as a special event location with a central focal point such as a fountain or bandstand.

A new branch library could be built on a new site in the area of Lamar Road and 57th Drive. The library could face onto 57th Drive, with parking on the east side of the block. It would be a highly visible public building for pedestrians and drivers coming off Grand Avenue northbound, headed for the Civic Center. A new library at the southern end of the 57th Drive Allee would anchor the southern gateway into the Downtown. It would also be closer to the residential areas to serve residents and clients in the "Heart of Glendale" Neighborhood.

Figure 14:
Cultural
Arts
Center

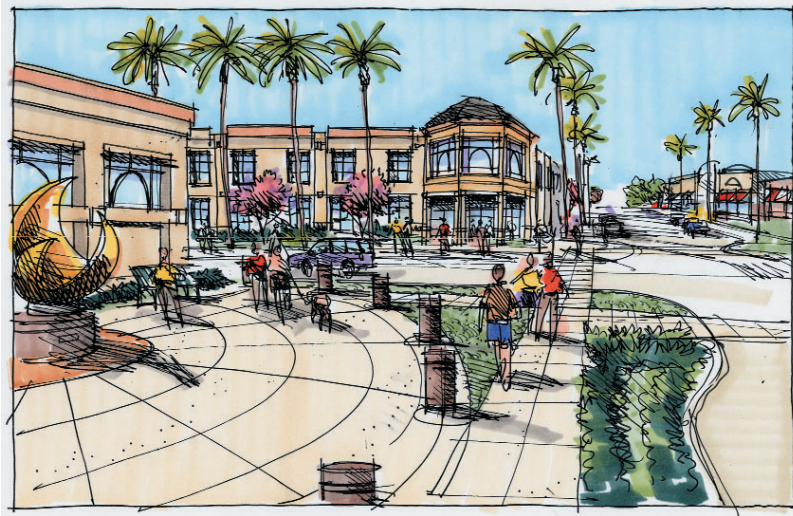
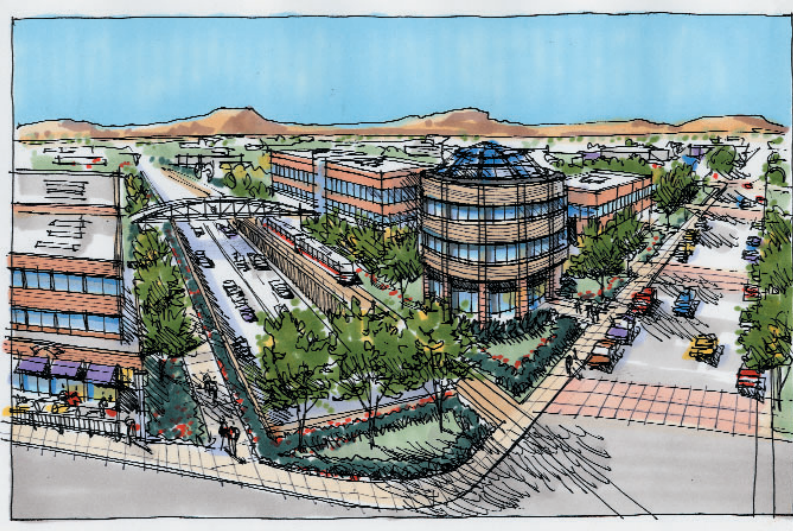


Figure 15:
City
Courts



Cultural Arts Center

A new facility could be built east of the existing Civic Center, including performing arts and meeting facilities that would complement the Civic Center. It would be a venue that would attract larger meetings and events and be able to house multiple groups. The focus of the center would be to serve the expanding needs of Glendale residents and businesses seeking meeting, conference and performance/auditorium space. It would have its own parking resource on site. The City owns this site that currently houses the Adult Center, which is being relocated to 59th Avenue & Brown Street.

The City will consider purchasing the two bank buildings in front of the Civic Center, removing them and creating a more significant civic open space as a setting for the Civic Center and potential Cultural Arts Center.

City Courts and City Offices

A new City Court and City office complex is being considered for the north end of Sonorita, on the east side of 59th, west of Grand Avenue. Implementation of this project would effectively address the appearance of the west side of Grand Avenue, and provide a new, active presence in Sonorita. The additional workers in these buildings would provide an economic incentive for new retail and restaurants in this area. The capital investment by the City would enhance and stabilize property values in the area and remove blight. It is projected that public investment will spur development of private office and retail uses in the immediate area.

Transit Center

The location and the necessity of a downtown transit facility should be reviewed as more direction is provided from the City's long-term transportation plan. This facility could provide bus bays for local and regional buses, bicycle racks and a Light Rail Transit (LRT) platform if the LRT system is extended into the City Center area.



Figure 16: Lamar Road Linear Open Space

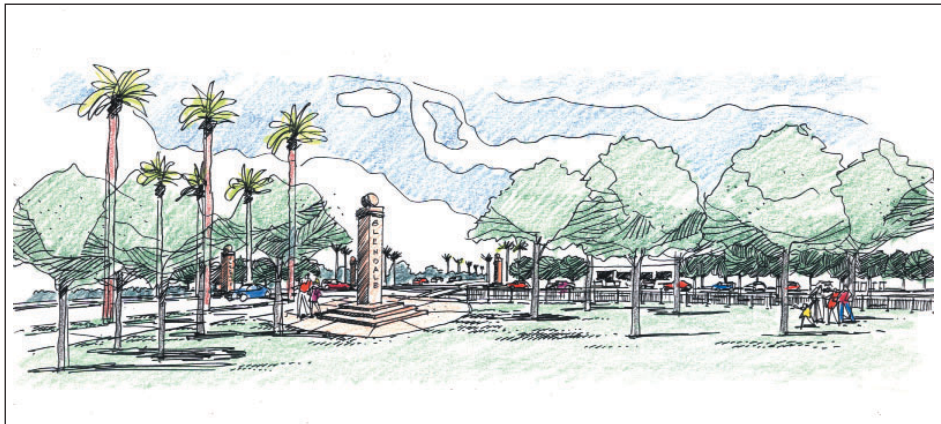


Figure 17: Grand Avenue Pedestrian Deck

While the precise location and configuration of the LRT is not known at this time, a transit center site should provide flexibility for future design of a future rail transit system.

The future selection of a site for a Transit Center should allow the City maximum flexibility if light rail is extended to the City Center. If light rail is extended into the City Center, it could then be extended west along existing rights-of-way such as Glendale Avenue to developments further to the west, north along 59th Avenue to Arrowhead, or even northwest along Grand Avenue.

Open Space

Linear Pedestrianways

Two linear pedestrian greenways are planned, along Glenn Drive and Lamar Road. Both greenways form a loop beginning at 51st Avenue, proceeding west along both streets, then crossing the railroad tracks with pedestrian bridges at Grand Avenue. The Lamar Road greenway continues through Lawrence Park and then north to Glendale Avenue. The Glenn Drive greenway will connect across the tracks to the Transit Center. The result will be a pleasant linear loop for enjoying a walk or bicycle ride in the City Center.

Grand Avenue Pedestrian Deck

At the intersection of 59th, Glendale and Grand Avenue, a landscaped pedestrian deck will provide a pleasant and safer, at-grade crossing of the streets and railroad tracks. Since it is anticipated that Grand Avenue will be submerged at this point, the deck will span its right-of-way, connecting the areas east and west of Grand Avenue. The City will upgrade landscaping and other pedestrian features such as lighting and signage on the deck in order to create a more pleasant pedestrian link over Grand Avenue. In order to accomplish this, the City may also need to request the expansion of the deck to make room for additional landscaping. The CAC studied the different concepts for this intersection and



Figure 18: Glendale Avenue Entry at 67th



Figure 19: Glendale Avenue Entry at 43rd

supported the Grand Avenue underpass, which, it is believed, will reduce the east-west separation caused by Grand Avenue being at-grade.

City Center Streetscape Improvements

The City has an ongoing program for installing new streetscape features similar to those in the commercial core. These improvements will be programmed to coordinate with public and private projects in City Center. As the City's namesake street, Glendale Avenue will have a special streetscape emphasis as an urban boulevard, continuing the palm trees and landscaping along the street, filling in the gaps existing from Grand Avenue to 67th. Good quality sidewalks, lighting, signage, benches, shade and other amenities will help to make this a street of special importance. In addition to street improvements, the city will continue improvements to alleyways, making them more attractive to pedestrians through lighting and landscaping improvements.

Murphy Park Upgrade

Funds have been programmed to upgrade Murphy Park in conjunction with improvement of the Velma Teague Library building, if Option A (retention of the building) is implemented. If Option B (removal of Velma Teague Library from Murphy Park) is implemented, then improvements to the park such as an increased hardscape central focal point and special paving and planting areas will increase its ability to accommodate the major celebrations held in Glendale.

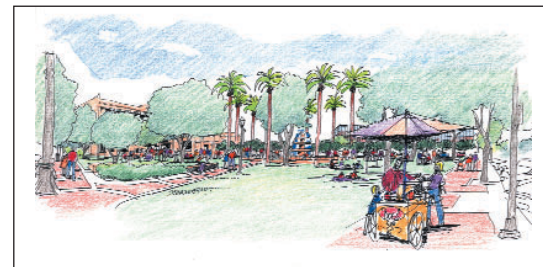


Figure 20:
Option B:
Murphy Park
Enhancement

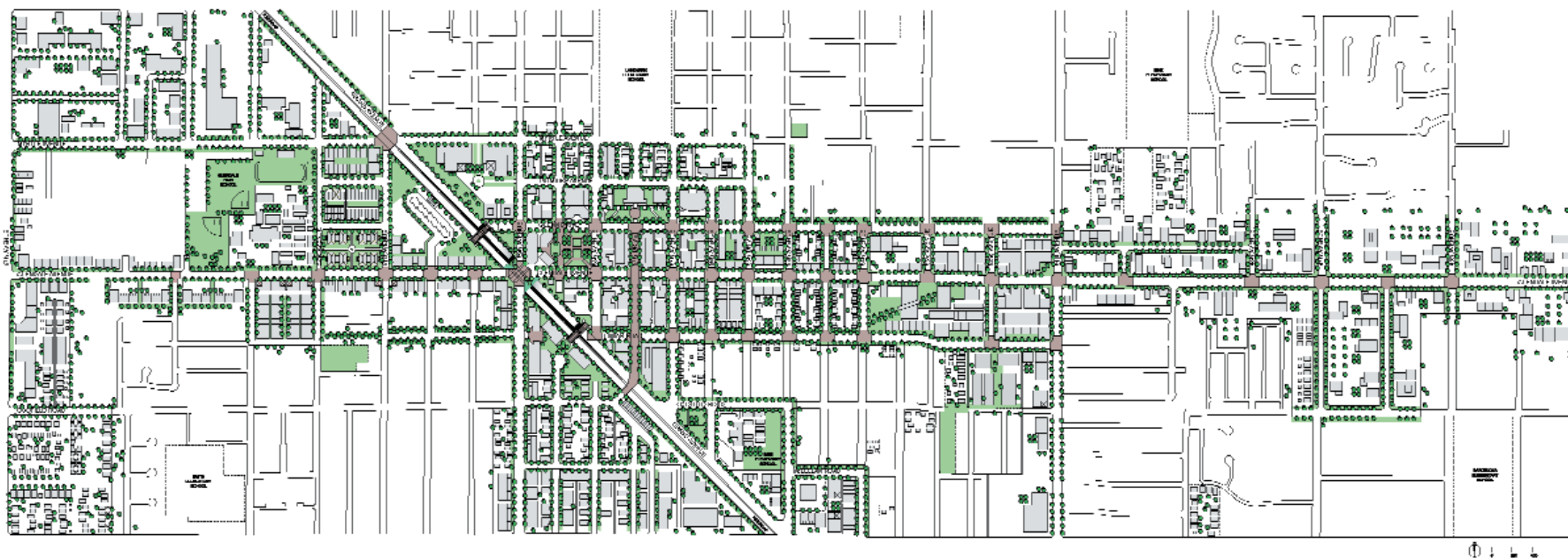


Figure 21: Open Space/Greenways Map

Grand Avenue Beautification

Grand Avenue has been scheduled by the Arizona Department of Transportation (ADOT) to be submerged from Myrtle to 57th Drive in 2004-06. It will be in an open cut profile, below ground level. The railroad tracks on the west side of Grand Avenue will remain in place, however. Two improved intersections have been planned to access the City Center Area, before Grand Avenue starts its transition below grade. In cooperation with City of Glendale, Myrtle Avenue at 61st and 57th Drive at Ocotillo Road will be improved. Along with this work, a beautification program is being planned for the entire length of Grand Avenue. This will affect the City Center, and improve the image and identity of Glendale.

Grand Avenue Beautification within the Glendale City Center Redevelopment area includes the following:

- The Grand Avenue Image Improvement Study proposes a number of landscape and beautification improvements along Grand Avenue and within the Glendale City Center Redevelopment Area between Orangewood Avenue on the north and Maryland Avenue on the south. Standard improvements include the introduction of landscape plantings in the medians and on the east side right-of-way, wherever possible. Along the BNSF Railroad right-of-way on the west side of Grand Avenue, a public art statement in the form of a continuous steel fencing by an artisan is proposed to provide an element of visual continuity.
- In conjunction with the ADOT/MIS improvements, new entry statements to the historic downtown are proposed at Myrtle Avenue and at 57th Drive. These new entries feature overhead monuments with signage, accompanying landscape improvements, and special paving to establish gateways to the downtown.

Public Improvement Framework

Circulation

Glendale City Center is served by a one-mile grid of streets that connects it to the freeways and to other adjacent communities. Grand Avenue is a northwest-southeast diagonal bisecting major streets in this grid. Because of the continuity of this grid, there is good access to the City Center, although the area is several miles from each freeway. A major change in the Glendale access pattern is the completion of the Loop 101 (Agua Fria Freeway), creating a new "front door" for Glendale City Center from the west. This gives Glendale Avenue a greater degree of importance as the major access to the area. Glendale Avenue must be improved visually in order to show the best possible image as a gateway.

Grand Avenue

The second major improvement to circulation is the rebuilding of Grand Avenue by ADOT. If the grade separation alternative is selected by ADOT (putting Grand Avenue below grade) it simplifies the intersection at 59th Avenue to a 4-way intersection, instead of 6 ways. While the railroad remains at grade, this intersection still will be easier to negotiate. Along with this project, a new pedestrian/vehicular deck will be built over Grand Avenue at grade, to make this intersection a pleasant connector rather than a barrier.

At the two locations where Grand Avenue begins to transition below grade, intersections will provide important entries into City Center. These occur at 57th Drive between Ocotillo Road and Lamar Road, and at Myrtle Avenue and 61st Avenue. Streets which will no longer cross Grand Avenue and the railroad include Palmaire, Glenn, Ocotillo and 55th Avenue.



Figure 22: 61st at Myrtle Entry

Maryland Avenue Overpass

Another important improvement is the Maryland Avenue overpass over Grand Avenue at 55th Avenue. Maryland will have an uninterrupted overpass over Grand and the railroad tracks. Maryland and 55th will both be changed at Grand Avenue. Instead of continuing across Grand, 55th will turn 90 degrees, west bound for north bound traffic, and east bound for south bound traffic. The streets on each side of Grand will be connected to each other on the same side of Grand.

Street Closures

56th Avenue will be closed from Myrtle to Palmar for the Grace Lutheran Church expansion project. The Transit Center will require a consolidated site north of Glendale and east of 61st Avenue, and the retail/entertainment site west of 59th Avenue will require some minor street modifications as sites are consolidated in this area. Other street modifications will be considered based upon specific development proposals. Glenn Drive between 59th and Grand may be closed to accommodate the redevelopment of this area.

Transit

Light Rail Transit may be expanded to serve Glendale at some point in the future. Its exact alignment is unknown at this time. To allow for flexibility for the future, alternative alignments will be studied. If LRT is expanded into Glendale, the City should consider alignments other than Glendale Avenue, which may be too narrow between 55th and 59th.

City Center is a logical place for a multi-modal transit center to be located. The increased access of LRT and bus would create value, and put the City Center on the map as a retail, civic, and housing location. Although the accommodation of LRT is perhaps more of a future consideration, effectively serving other existing transit modes makes the transit center an important and viable project now. A site is shown for the Transit Center with facilities on both sides of Grand Avenue. This location will provide direct access to the civic, retail and housing areas within a five to 10 minute walk of the center. The conceptual Transit Center location was identified as being as close to 59th/Grand/Glendale as possible to provide maximum flexibility for future expansions in service that can utilize existing rights-of-way such as Glendale Avenue to the west, Grand Avenue to the northwest and 59th Avenue north.

Market Summary

This section of the plan is a summary of the market assessment of the Glendale City Center Area that evaluates existing conditions and targets future uses that are economically viable and beneficial to the study area. This summary outlines the report's major findings.

Market Conditions

Glendale is the fourth largest city in Arizona, and the largest city in the West Valley (that part of the metro area west of I-17). The West Valley is projected to become the fastest growing sub-market in Metro Phoenix in the next 20 years, capturing more than 50% of all new population growth. By 2020, the population of the West Valley is expected to range between 1.7 million and 2.3 million persons. Glendale is projected to remain the dominant city in the West Valley. It is the only city in the West Valley with a historic downtown suitable for redevelopment. Glendale City Center is uniquely positioned to fulfill the demand for urban entertainment and retail activities.

Strengths and Challenges

Following is a short description of the primary strengths and challenges affecting the Glendale City Center. Strengths are defined as assets or positive characteristics that support the redevelopment of the area. They are attributes that should be reinforced and strengthened through the planning process. Challenges, on the other hand, are those limitations or disadvantages that may inhibit the redevelopment of the City Center. This analysis forms the basis for preparation of a redevelopment strategy for the area.

Strengths

1. Existing Character: The collection of antique dealers and specialty retailers should be preserved and strengthened in the redevelopment program. Catlin Court is a unique environment that cannot be found elsewhere in the Valley.

2. Scale: Glendale City Center has been designed at a pedestrian-friendly scale that fosters a small town atmosphere.

3. Public Investment: Glendale has invested substantial funds in new public facilities in the City Center area and needs to continue with this strategy.

4. Location: The City Center is centrally located to serve much of the western portion of Metro Phoenix and is accessible to several nearby freeways. Improvements to Grand Avenue planned over the next decade (over- and under-passes at major intersections) will further increase access to the City Center.

5. West Valley Growth: Glendale is uniquely positioned to fulfill the demand for specialty entertainment and retail activity in the West Valley.

Challenges

1. Access: While Glendale City Center is centrally located within the West Valley, it does not have direct access to a freeway. The City may need to provide significant incentives to developers to attract investment to the area, at least in the early years of the redevelopment process.

2. Entrances to City Center: The approach to the City Center along Grand Avenue is unsightly due to the railroad and the mix of older commercial and industrial uses. Upgrading the streetscape along this arterial near the City Center area is important and is being planned at present. 59th Avenue streetscape has already been done. The entrances into the City Center from the east and west along Glendale Avenue and from the north on 59th Avenue need streetscape improvement.

3. Demographic Characteristics: Demographic information shows that incomes of households living within the six square miles surrounding the City Center district are significantly lower than

citywide or county incomes. The perception by the public that the City Center is located within a low to moderate-income area could inhibit tourist visits and investment by private developers.

4. Size of Study Area: The size of the City Center study area is large and its land uses are diverse. This situation suggests that the area should be separated into individual study areas to address the different design treatments and redevelopment strategies.

5. Limited Attractions: The City Center lacks the critical mass needed for a regionally dynamic activity center. Redevelopment efforts need to focus on increasing the number of people working in the area during the daytime as well as increasing visitation in the evenings. A review of special event centers throughout the metro area, such as performing arts facilities, indicates that few are located in the West Valley and none located in Glendale. The absence of entertainment facilities in the City Center area has inhibited its ability to grow and mature.

6. Site Assembly: The City Center area lacks large (five to 10 acres in size) contiguous development sites. Lot consolidation and assembly must be undertaken by the City to provide developable sites for new uses. The City must become proactive in land assembly, preparation of sites for redevelopment, and use of incentives to attract developers.

From a real estate perspective, the Glendale City Center is somewhat unproven as a market for a variety of retail, commercial, office and residential uses. Other than the construction of new public buildings and renovation of historic structures, significant private real estate investment in the City Center has been particularly limited for the past decade. While the Glendale City Center is centrally located in the metro area, it does not have direct access to a freeway. For many uses, such as hotels, office buildings, and movie theaters, the lack of freeway access is a critical disadvantage. This means that the City must work more intensely to

develop an awareness of the City Center and its unique attributes among the population of Metro Phoenix. It also means that the City may need to provide significant incentives for developers to enter the market, at least in the early years of the redevelopment process. These limitations require the City to take a proactive, aggressive approach to redevelopment.

Market Positioning

There are many opportunities for Glendale to develop a particular theme or niche for its City Center area. The attributes that form a foundation for a market niche are the current strength of its antique retail market, its central location, the size of West Valley market area and the lack of competition from nearby cities.

Glendale City Center has the ability, with proper planning, to establish itself as the cultural and entertainment center of the West Valley. Building upon the foundation started by the antique and specialty retail businesses, Glendale City Center can offer an alternative to suburban regional mall shopping and entertainment venues.

Today, the City Center does not have sufficient critical mass to be considered the cultural and entertainment capitol of the West Valley. It needs to increase its customer base and supply of attractions to support additional investment. This means increasing the number of people living, working and recreating in the area. Just as important, additional activities, such as craft and antique fairs, must be brought into the City Center on a regular basis to support food service, entertainment and retail businesses.

There is no clear formula for accomplishing redevelopment of the City Center area. City and business leaders must maintain the vision that the Glendale City Center is uniquely positioned to become a major cultural and entertainment center in Metro Phoenix and, in particular, in the West Valley.

Following are some policies and principles that should guide the redevelopment effort.

- The City should focus its efforts on a small concentrated area for public investment. Spreading its limited funding of over a wide area will result in a diluted effort. The City Center study area should be segmented into three or four sectors, each requiring specific studies and strategies for revitalization.
- Redevelopment efforts should focus on increasing the elements of strength in the City Center. Today that strength is antiques and associated goods and services. Further development of Catlin Court should be encouraged, a unique element that is not replicated in any city in the Valley. Likewise, the City needs to expand the variety of uses or assets that support the City Center. The City Center cannot rely on just one particular strength; it needs to be able to stand on three or four different supports. Those supports include an office component that will bring a larger workforce to the City Center, a quality residential component that will provide people the opportunity to live in the City Center, and an entertainment component that will provide pedestrian activity into the evening and nighttime.
- The City should continue with its program of constructing public and special purpose facilities in the City Center. Adequate parking should be provided for these future developments to support activities at night or on weekends. At least one additional parking structure close to a major attraction such as the Civic Center may be needed in addition to additional dispersed surface parking lots.
- The City needs to be firmly committed to the revitalization of its City Center in the form of funding and staff. Patience and perseverance are key elements to creating a successful City Center. Redevelopment is a lengthy and time consuming process that may not always show immediate rewards. The City needs to develop a database of information that can track redevelopment progress.

Specifically, an inventory of building space and land uses and an accounting of retail sales trends are minimum requirements.

- Business and property owners in the City Center should be offered the option of forming a business improvement district (BID). Most cities in the Valley have such an organization for their City Center area. A BID would provide the necessary organizational structure and staffing to properly market Glendale City Center. It can also provide additional services such as marketing, special events, additional landscaping, maintenance and trolley services.
- The City needs to develop a comprehensive program that addresses the housing needs and blight in the immediate area surrounding the City Center. Prior redevelopment studies appear to focus on the commercial aspects of the City Center without recognizing that housing has an important impact as well. Raising the residential demographics (household income) and the number of "rooftops" will significantly improve the business viability in the area.
- A coordinated infill and neighborhood revitalization program should be developed and implemented to attract residential developers to existing neighborhoods. Additional resources to promote residential rehabilitation projects will be required.
- Additional code enforcement measures and resources need to be put into effect.
- The City needs to recognize that incentives will be required to spur redevelopment. In addition, direct revenues derived from projects may not cover all of the direct costs of incentives. Incentives may only be recovered from indirect revenue sources or may be recovered in non-monetary ways such as the removal of blight.

Market Conclusions

Some of the prospective land uses considered for the Glendale City Center are more suited to development in the near term. Other uses may not be justified for several years until the City Center area matures and develops a critical mass. Following is a summary of the market potential and timing for the uses discussed in this report.

- A performing arts center is critical to establishing the Glendale City Center as a cultural center and to increasing nighttime pedestrian traffic. It is a use that can be supported in the near term based on the lack of competition in the West Valley and the growth prospects for the area. Due to the planned development at the Coyotes site, a performing arts center downtown may not be the best site, however, it should remain as an option for the future.
- The attraction of a movie theater complex to the Glendale City Center is also critical for increasing nighttime pedestrian traffic. However, the current distressed state of the movie theater industry may preclude the development of such a facility for several years. An added disadvantage is that the City Center is not close to a freeway, an important criteria given the trend toward large multiplex theater sites. On the other hand, there are no theaters within five miles of the City Center. Notwithstanding these circumstances, theater chains operating in Arizona should be contacted regarding their potential interest in Glendale City Center. In particular, the Harkins, Wildwood, and Wehrenberg chains may be willing to consider a riskier venture if the right combination of incentives is provided and if a site can be assembled and prepared for development by the city prior to a development agreement.
- A theater complex of 10 to 12 screens is the most realistic option for the City Center area. A 10-screen complex is estimated to require between seven and nine acres of land, most of which is consumed by surface parking lots. If a theater complex can be combined with other uses, such as an office building, the parking requirements could be reduced. This is the preferred alternative. Likewise, parking structures would reduce the land demand for the theater complex.
- The offering of restaurants within the City Center area needs to be expanded significantly to help attract office and entertainment uses. The City Center area does not currently have the available building space to accommodate more restaurants that are seeking attractive new space. This means that new retail buildings will need to be constructed or renovated or an operator will need to develop his own freestanding facility. There are several well-capitalized restaurateurs in the metro area who would be willing to develop in the City Center area, if assistance in acquiring a site and constructing a building is provided by the City, or significant assistance in rehabilitating an existing structure is available.
- Office development is key to increasing pedestrian traffic during the daytime and early evening hours. However, there has been no new major office development in the central Glendale area for several years. All new office projects are located along the I-17 corridor and in the Arrowhead Ranch area where freeway access is more readily available. The acquisition of the Bank of America building by the City in 2000 also shows that office building values and rents in the area are below market based on the modest acquisition cost. In other words, City Center area rents do not yet justify the construction of new office buildings. For the City to attract office developers to the area, significant incentives will need to be provided, including site assembly and clearance.
- A suggested long-range goal for new office development in the City Center is 200,000 square feet of space in addition to the existing inventory. An immediate goal for new office construction is approximately 50,000 square feet, which could be absorbed relatively quickly, provided that the buildings were constructed in a cost-effective manner. More than likely, this space will be provided

in several buildings rather than a single site. A 50,000 square foot, three-story building would require a minimum of 3.4 acres of land with surface parking and 2.2 acres with a parking deck or garage. Larger buildings would have a land requirement in the same proportions as cited above. Office sites in the City Center should be marketed to both spec office developers as well as companies looking to establish a regional headquarters or local operation. Targeting a single office user is the best course of action for Glendale in the short term given that the spec office market is beginning to show signs of over-supply throughout the West Valley.

- Multifamily residential uses are considered to have near term potential for the Glendale City Center. The area is centrally located close to major employment centers and should be able to immediately accommodate a complex of 100 to 200 units. Numerous local and national apartment developers are continually looking for development opportunities and the City Center area should be an attractive option. There are also certain state and federal housing programs, such as the Arizona Tax Credit Program, that could assist in providing incentives to developers of such a project without compromising quality.

- The density of new apartment development in the City Center needs to be evaluated. A typical suburban or garden apartment complex has a density of approximately 17 to 20 dwelling units per acre within two- and three-story buildings. Urban apartment complexes have densities of 40 to 50 dwelling units per acre, typically four stories high with a parking garage. The acceptance of these types of complexes by metro area renters is still undetermined. In the early years of the redevelopment effort, a suburban density complex will be the easiest to attract to the area and provide the least risk for an investor. Sites of five to 10 acres in size will need to be assembled to accommodate 100 to 200 unit complexes. The City must ensure that any rental projects are high quality, with sufficient amenities, and with strong maintenance programs.

- The development of urban density "for sale" housing, such as condominiums and townhouses, will require assistance from the City in land assemblage and development incentives. Several developers have expressed interest in developing in the City Center area if the City is able to assemble land for redevelopment. These projects would be comprised of single-family homes or townhouses on narrow lots at eight to 10 dwelling units per acre.

- High density, mixed-use developments are not considered viable in the early years of the redevelopment effort.

- A special event facility such as a Cactus League baseball stadium or other event complex could be planned in the City Center area, although those facilities require large land areas. Caution must be exercised in developing this use to ensure its financial feasibility and the strength of its operator. However, it is believed that the decision of the NHL Coyotes to locate in Glendale will fill the market gap for professional sports that exists in the West Valley.

- Hotels are a necessary use, but are likely a longer-term option at this time. The hotel market is in a state of mild distress and will remain so for a few more years. Glendale City Center is not considered a highly attractive location currently and must develop a much broader critical mass of other attractions to support such use. Potential hotel sites, however, should be identified in the master planning process, with between 1.5 and 1.75 acres and major arterial frontage.

- The potential for new shopping center development in the City Center study area is judged to be limited. The retail market currently shows signs of distress and dis-investment. The current distribution of discount department store chains surrounding the City Center study area shows limited potential for construction of a new store in the area. If a major discount retailer locates near the City Center area, the potential for such a use inside the study area is limited.

● The grocery store market surrounding the City Center study area is well supplied, but largely with second tier retailers. Given the demographic characteristics of the population in the area, the City Center is not considered a first tier retailing market. Most of the major grocery chains are represented in the area surrounding the City Center, except for Albertson's. A strong incentive program offered by the City could attract a national grocery chain to the City Center area. Land assembly assistance and sales tax incentives would be required to attract a top tier retailer.

As noted previously, some uses analyzed in the report may be suited to development today in the City Center area while other uses may not be justified for several years. The following chart summarizes the development potential timeline for each of the uses studied in this report. The timeline is based on the status of the various real estate markets or sectors today, the strengths and weaknesses of the City Center area to accommodate such uses, and competition from nearby trade areas. The primary target area for most of these uses is the City Center core area located between 55th and 59th Avenues. The shopping center use is oriented toward the area east of 55th Avenue.

Development Potential Timeline Glendale City Center			
Development Potential			
Use	Immediate	Mid-term	Long-term
Performing Arts Center		●	
Movie Theatre		●	
Restaurants	●		
Office		●	
Multi-Family Residential	●		
Special Events Facility		●	
Limited Service Hotels		●	
Full Service Hotels			●
Shopping Center		●	
Key: Immediate = 1 to 4 years Mid-term = 5 to 8 years Long-term = more than 8 years			
Source: Elliott D. Pollack & Company			

Table 2: Development Potential Timeline

Financial Analysis

The financial analysis was undertaken on a list of example projects that have been suggested for consideration as part of the CCMP strategy, plus public projects approved as part of the 1999 bond election. The analysis includes creation of development budgets and financial feasibility profiles for each project, along with an estimate of the principal tax revenues that would accrue to the City of Glendale from completion of each project. The purpose of this analysis is to assist the City in evaluating requests for types and levels of financial assistance for redevelopment projects.

The project profiles are based on examples of site and building parameters developed by City staff and the consultant team. The financial parameters are based on a combination of information provided by the City, review of the Market Assessment, other development studies and the consultant's recent experience with similar projects. The estimates of required City subsidy are based on the difference between total development cost, a supportable development financing loan, and developer equity. Project feasibility is defined as a minimum 15% cash-on-cash return for all non-residential and rental housing development projects or project components and a minimum 15% gross margin for the for-sale housing projects or project components. These are generally accepted methods for calculating viability of proposed development projects.

The developer equity contribution was adjusted to maintain these levels of return for projects that do not include for-sale housing. The for-sale residential projects do not require a development cost subsidy, but a sale price subsidy to balance the target purchase prices (i.e., \$150,000 for new single family homes, and \$110,000 for condos in the Sugar Beet Factory project) with the minimum gross margin threshold.

City tax revenues were calculated on the basis of the factors in the impact model supplied by the City, plus other project-specific taxes

(e.g., hotel room tax) not included in that model. These estimates reflect the 2% City franchise fee on electrical power cost, as estimated by Arizona Public Service. Where applicable, (i.e., the non-residential projects and project components), the model's indirect sales tax revenue from project employee spending were included, and indirect sales taxes from new households in residential projects or project components were added.

Estimates are provided for the first stabilized year of project operation, and for 10 years of operation in nominal dollars (with inflation at 3% per year), and for the present value of those 10 years worth of revenues, using a discount rate equal to the current yield on 10-year U.S. Treasury notes (5.24%).

Ranking the Financial Attractiveness of the Top Private Projects

The following summary sheet (Table 3) shows the subsidy and tax revenues associated with each project. The subsidy per square foot is compared with the present value of 10 years worth of tax revenue per square foot to derive a relative ranking of the projects.

Rankings

This approach indicates that the City would derive the greatest tax revenue return for its subsidy investment from the Allee Retail and Rental Units (Project #1) and the Retail and Residential East of Downtown (Project #9). The next best returns relative to subsidy investment come from the two industrial projects (Projects #5A and #5B), followed by the redevelopment of the Sugar Beet Factory (Project #11) and the Downtown Office Building (Project #4). The other projects feature less attractive balances between subsidy and tax revenues. One caution in simply using this evaluation is that other decision factors being used in the planning process may alter the relative attractiveness of the projects.

The purpose of this analysis is to provide the City with an overall picture of the levels of requested incentives that could be reasonably

Examples of Private Projects for Financial Planning Purposes	City Subsidy Required			City Tax Yield		
	Development Cost	Purchase Prices	Total	Year 1	Years 1-10 with 3%/yr. Inflation	Years 1-10 in 2001 \$ at 5.236% NPV
1 - Allee Retail & Apartments	\$ -	\$ -	\$ -	\$ 37,747	\$ 432,723	\$ 326,263
2 - Urban Housing (Townhouses)	\$ -	\$ 775,000	\$ 775,000	\$ 8,312	\$ 95,290	\$ 71,846
3 - Downtown Hotel	\$ 2,967,950	\$ -	\$ 2,967,950	\$ 165,485	\$ 1,897,104	\$ 1,430,372
4 - Downtown Office Building	\$ 3,536,576	\$ -	\$ 3,536,576	\$ 80,725	\$ 925,422	\$ 697,747
5A - Sonorita Business Area	\$ 1,522,325	\$ -	\$ 1,522,325	\$ 196,043	\$ 2,247,411	\$ 1,694,496
5B - City Center Business Area	\$ 3,986,471	\$ -	\$ 3,986,471	\$ 140,843	\$ 1,614,602	\$ 1,217,373
6 - Retail at 51st & Glendale	\$ 4,354,889	\$ -	\$ 4,354,889	\$ 96,003	\$ 1,100,572	\$ 829,806
7 - Infill Residential in Older Neighborhood	\$ 430,787	\$ 2,250,000	\$ 2,680,787	\$ 21,058	\$ 241,403	\$ 182,012
8 - Thrift Store Reuse	\$ 1,777,526		\$ 1,777,526	\$ 53,601	\$ 614,479	\$ 463,303
9 - Retail & Residential East of Downtown	\$ -	\$ 800,000	\$ 800,000	\$ 41,877	\$ 480,077	\$ 361,967
10 - Nbd. Retail & Condos	\$ 2,189,118	\$ 9,750,000	\$ 11,939,118	\$ 281,868	\$ 3,231,305	\$ 2,436,329
11 - Sugar Beet Factory Reuse	\$ 6,538,031	\$ 1,800,000	\$ 8,338,031	\$ 150,663	\$ 1,727,183	\$ 1,302,256
TOTAL	\$ 27,303,672	\$ 15,375,000	\$ 42,678,672	\$ 1,274,226	\$ 14,607,570	\$ 11,013,771

Table 3: Private Project Subsidy and Tax Yield

**Examples of Private Projects
for Financial Planning Purposes**

	Total Floor Area	Subsidy/SF	Rank	(in 2001 \$)	Rank
1 - Allee Retail & Apartments	25,200	\$ -	L	\$ 12.95	H
2 - Urban Housing (Townhouses)	28,788	\$ 26.92	M	\$ 2.50	L
3 - Downtown Hotel	50,000	\$ 59.36	H	\$ 28.61	H
4 - Downtown Office Building	100,000	\$ 35.37	M	\$ 6.98	M
5A - Sonorita Business Area	488,800	\$ 3.11	L	\$ 3.47	L
5B - City Center Business Area	444,000	\$ 8.98	L	\$ 2.74	L
6 - Retail at 51st & Glendale	48,400	\$ 89.98	H	\$ 17.14	H
7 - Infill Residential in Older Neighborhood	72,913	\$ 36.77	M	\$ 2.50	L
8 - Thrift Store Reuse	55,396	\$ 32.09	H	\$ 8.36	M
9 - Retail & Residential East of Downtown	45,600	\$ 17.54	L	\$ 7.94	M
10 - Nbhd. Retail & Apartments at 63rd & Glendale	363,333	\$ 32.86	H	\$ 6.71	M
11 - Sugar Beet Factory Reuse	125,060	\$ 66.67	M	\$ 10.41	M
Median		\$ 32.47		\$ 7.46	

Project Rankings by Amounts of City Subsidy vs. City Tax Revenues per Project Square Feet (relative to median values)
Low Subsidy - Moderate to High Tax Yield

- 1 - Allee Retail & Apartments
- 9 - Retail & Residential East of Downtown

Low Subsidy - Low Tax Yield

- 5A - Sonorita Industrial
- 5B - City Center Industrial

Moderate Subsidy - Moderate to High Tax Yield

- 11 - Sugar Beet Factory Reuse
- 4 - Downtown Office Building

High Subsidy - Moderate to High Tax Yield

- 3 - Downtown Hotel
- 6 - Retail at 51st & Glendale
- 8 - Thrift Store Reuse
- 10 - Nbhd. Retail & Apartments at 63rd & Glendale

Moderate to High Subsidy - Low Tax Yield

- 2 - Urban Housing
- 7 - Infill Residential in Barrio Sonorita

Table 4: Private Project Descriptions

Examples of Private Projects for Financial Planning Purposes	City Subsidy Required			City Tax Yield		
	Development Cost	Purchase Prices	Total	Year 1	Years 1-10 with 3%/yr. Inflation	Years 1-10 in 2001 \$ at 5.236% NPV
1 - Allee Retail & Apartments	\$ -	\$ -	\$ -	\$ 37,747	\$ 432,723	\$ 326,263
2 - Urban Housing (Townhouses)	\$ -	\$ 775,000	\$ 775,000	\$ 8,312	\$ 95,290	\$ 71,846
3 - Downtown Hotel	\$ 2,967,950	\$ -	\$ 2,967,950	\$ 165,485	\$ 1,897,104	\$ 1,430,372
4 - Downtown Office Building	\$ 3,536,576	\$ -	\$ 3,536,576	\$ 80,725	\$ 925,422	\$ 697,747
5A - Sonorita Business Area	\$ 1,522,325	\$ -	\$ 1,522,325	\$ 196,043	\$ 2,247,411	\$ 1,694,496
5B - City Center Business Area	\$ 3,986,471	\$ -	\$ 3,986,471	\$ 140,843	\$ 1,614,602	\$ 1,217,373
6 - Retail at 51st & Glendale	\$ 4,354,889	\$ -	\$ 4,354,889	\$ 96,003	\$ 1,100,572	\$ 829,806
7 - Infill Residential in Older Neighborhood	\$ 430,787	\$ 2,250,000	\$ 2,680,787	\$ 21,058	\$ 241,403	\$ 182,012
8 - Thrift Store Reuse	\$ 1,777,526	\$ -	\$ 1,777,526	\$ 53,601	\$ 614,479	\$ 463,303
9 - Retail & Residential East of Downtown	\$ -	\$ 800,000	\$ 800,000	\$ 41,877	\$ 480,077	\$ 361,967
10 - Nbhd. Retail & Condos	\$ 2,189,118	\$ 9,750,000	\$ 11,939,118	\$ 281,868	\$ 3,231,305	\$ 2,436,329
11 - Sugar Beet Factory Reuse	\$ 6,538,031	\$ 1,800,000	\$ 8,338,031	\$ 150,663	\$ 1,727,183	\$ 1,302,256
TOTAL	\$ 27,303,672	\$ 15,375,000	\$ 42,678,672	\$ 1,274,226	\$ 14,607,570	\$ 11,013,771

Examples of Private Projects for Financial Planning Purposes	10-Yr. Revenue/SF			Rank	
	Total Floor Area	Subsidy/SF	Rank	(in 2001 \$)	Rank
1 - Allee Retail & Apartments	25,200	\$ -	L	\$ 12.95	H
2 - Urban Housing (Townhouses)	28,788	\$ 26.92	M	\$ 2.50	L
3 - Downtown Hotel	50,000	\$ 59.36	H	\$ 28.61	H
4 - Downtown Office Building	100,000	\$ 35.37	M	\$ 6.98	M
5A - Sonorita Business Area	488,800	\$ 3.11	L	\$ 3.47	L
5B - City Center Business Area	444,000	\$ 8.98	L	\$ 2.74	L
6 - Retail at 51st & Glendale	48,400	\$ 89.98	H	\$ 17.14	H
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9 - Retail & Residential East of Downtown	45,600	\$ 17.54	L	\$ 7.94	M
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11 - Sugar Beet Factory Reuse	125,060	\$ 66.67	M	\$ 10.41	M
Median		\$ 32.47		\$ 7.46	

Project Rankings by Amounts of City Subsidy vs. City Tax Revenues per Project Square Feet (relative to median values)

Low Subsidy - Moderate to High Tax Yield

1 - Allee Retail & Apartments
9 - Retail & Residential East of Downtown

Low Subsidy - Low Tax Yield

5A - Sonorita Industrial
5B - City Center Industrial

Moderate Subsidy - Moderate to High Tax Yield

11 - Sugar Beet Factory Reuse
4 - Downtown Office Building

High Subsidy - Moderate to High Tax Yield

3 - Downtown Hotel
6 - Retail at 51st & Glendale
8 - Thrift Store Reuse
10 - Nbhd. Retail & Apartments at 63rd & Glendale

Moderate to High Subsidy - Low Tax Yield

2 - Urban Housing
7 - Infill Residential in Barrio Sonorita

Table 5: Top Private Projects Fiscal Analysis Tables

Redevelopment Area Plan

expected by developers. It is intended to inform the city of the levels of incentives that may be required to offset project shortfalls for different redevelopment project examples.

Redevelopment Area Plan

The City Center Area of Glendale is of great importance to the City. However, there exists in the City Center Area certain conditions that are injurious and inimical to the public health, safety, morals, and welfare of the residents of the city. These conditions, which necessitate redevelopment, include deterioration of properties, obsolescence of property and infrastructure, and less than optimal property value increases. The City has recognized a need for vigorous, coordinated public-private action to make this area a focus of community pride and achievement. A comprehensive program of development and revitalization in the City Center Area has been initiated, based upon a comprehensive community planning process, of which this redevelopment plan is an important component.

The redevelopment program's major emphasis is to encourage reinvestment in the community in the form of neighborhood residential revitalization, development of vital retail and entertainment uses such as restaurants and stores, development of additional public and parking amenities, improved transportation/circulation links particularly on the west side of Grand Avenue, and most importantly, preservation and enhancement of the City Center Area's existing atmosphere.

The City of Glendale has experienced, and is continuing to experience, rapid growth in undeveloped areas away from the City Center Area. The low cost and readily available land in periphery areas has attracted much of the attention from developers. Older central areas of the community, which require complex land assemblage, and site preparation have failed to keep pace with those undeveloped areas. Specific policies and measures have been identified in this plan to encourage redevelopment of the City

Center Area and to maximize the development potential. This redevelopment plan is a first and important step in implementing the redevelopment of the City Center Area. This plan has been prepared in accordance with the requirements and specifications of Arizona Revised Statutes 36-1471 et seq., which provides the basis for initiation and coordination of a variety of public and private actions that will lead to substantial property and economic improvements that will benefit the City Center Area.

Redevelopment Area Plan Requirements

Redevelopment Area Plans must contain, at a minimum, the following nine elements. These are all included in this report.

1. A statement of the boundaries of the redevelopment project area.
2. A map showing the existing uses of the real property within the redevelopment project area.
3. A land use plan showing proposed uses of the real property within the redevelopment project area.
4. Information showing the standards of population densities, land coverage, and building intensities in the area after development.
5. A statement of the proposed changes, if any, in zoning ordinances or maps, street layouts, street levels or grades, building codes and ordinances.
6. A statement as to the kind and number of site improvements and additional public utilities that will be required to support the new land uses in the area after redevelopment.
7. A statement of the proposed method and estimated cost of the acquisition and preparation for redevelopment of the redevelopment project area and the estimated proceeds or revenues from its disposal to developers.
8. A statement of the proposed method of financing the redevelopment project.
9. A statement of a feasible method proposed for the relocation of families to be displaced from the redevelopment project area.

Redevelopment Area Plan

1. A statement of the boundaries of the redevelopment project area.

The redevelopment area boundaries for the City Center Area are described as the area between 43rd Avenue on the east, 67th Avenue on the west, Orangewood Avenue on the north and Maryland Avenue on the south.

Legal Description of the Redevelopment Area

The South half of Sections 4, 5 and 6, together with the north half of Sections 7, 8 & 9, all being in Township 2 North, Range 2 East, of the Gila and Salt River Base and Meridian.

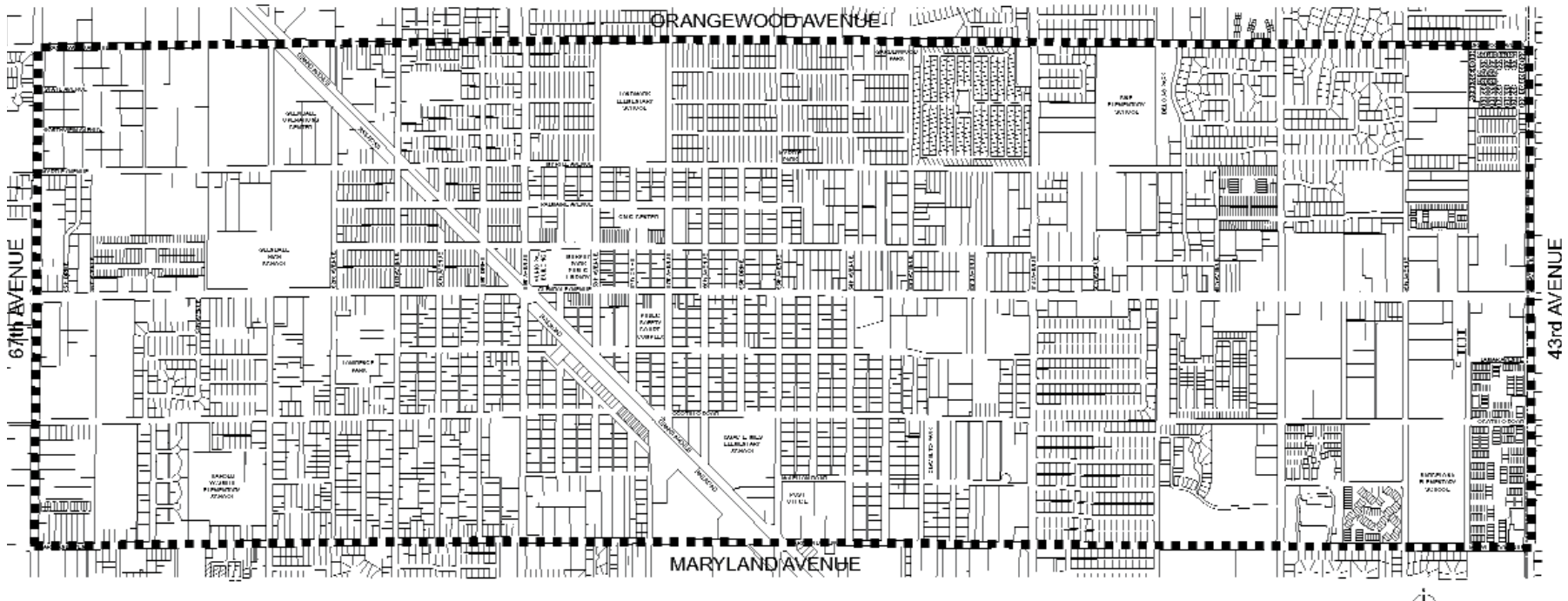


Figure 23: Redevelopment Area Boundary Map

Redevelopment Area Plan

2. A map showing the existing uses of the real property within the redevelopment project area.

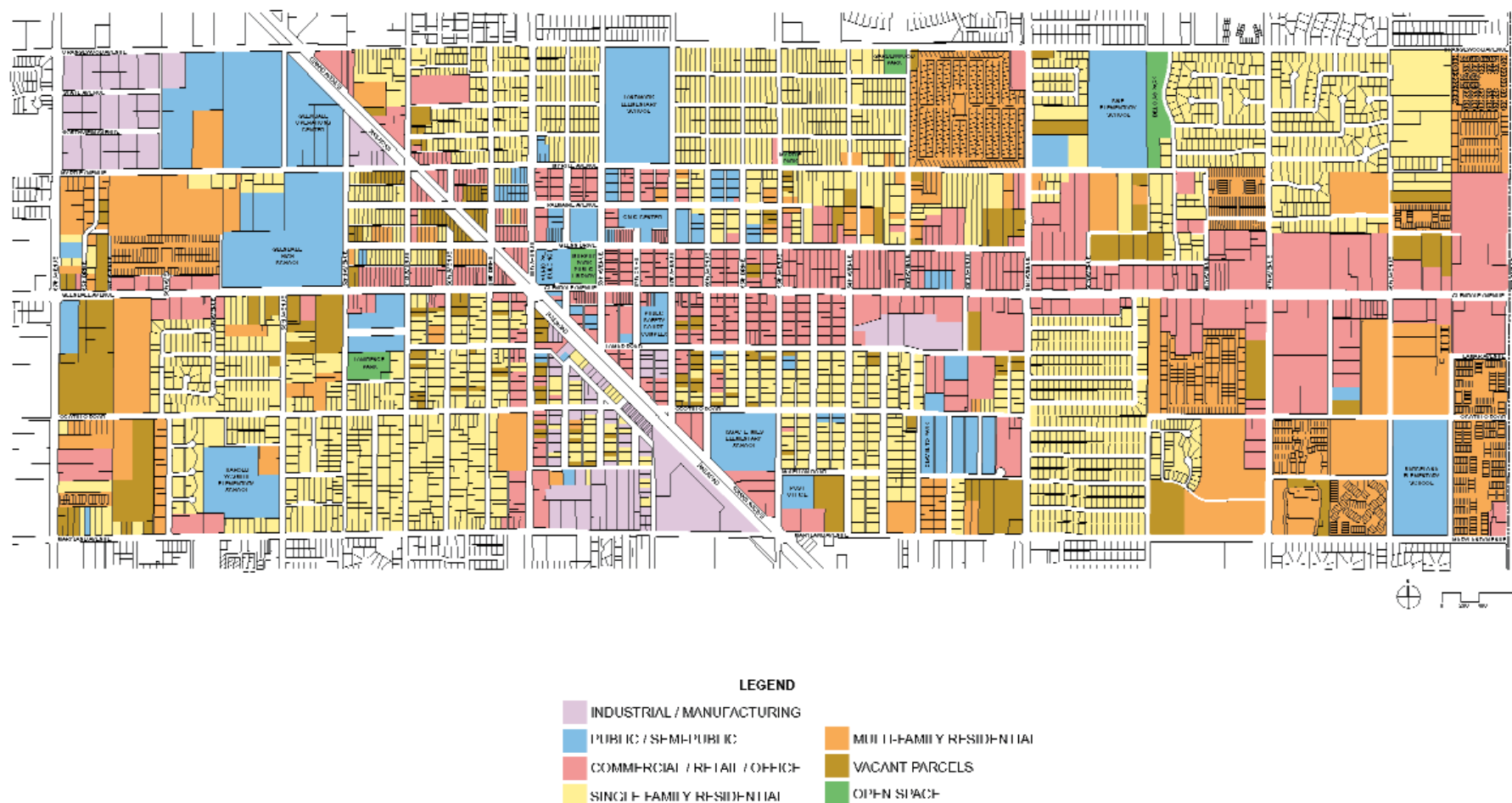
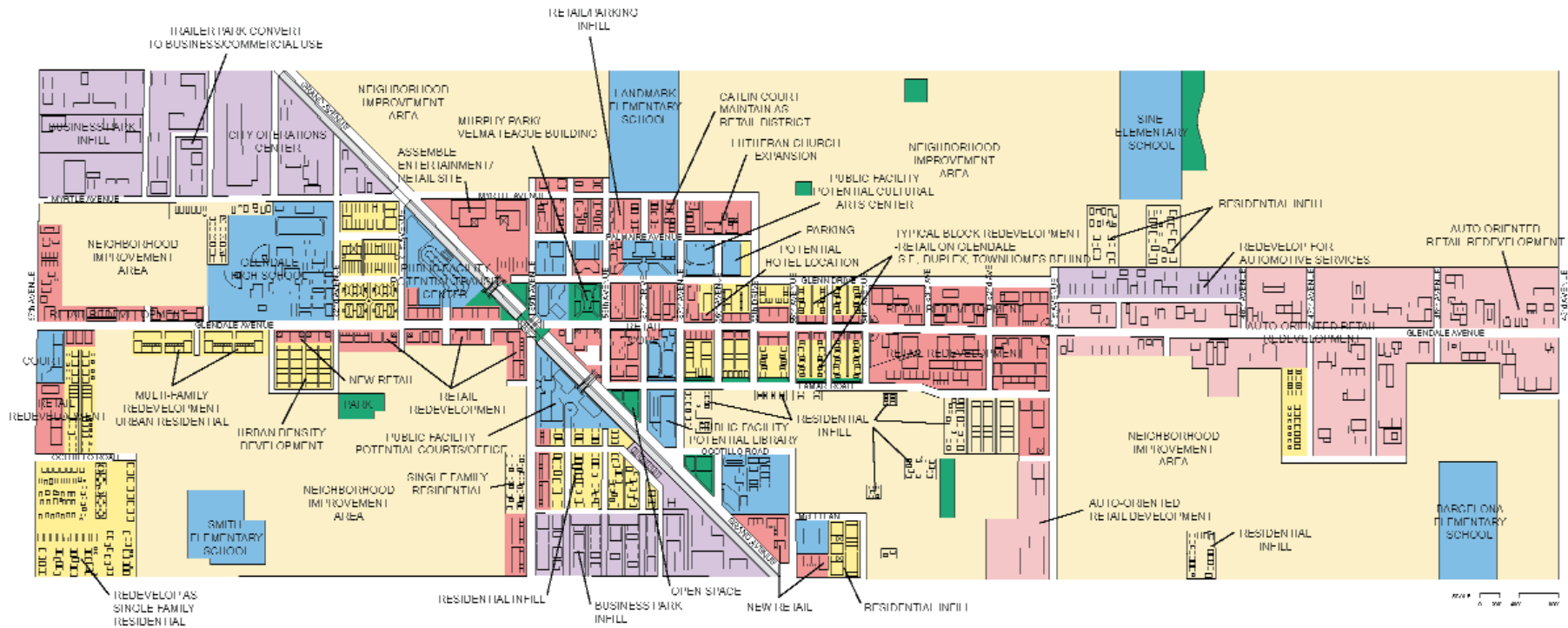


Figure 24: Existing Land Use Map

Figure 25: Diagram of Proposed Land Use



Redevelopment Area Plan

4. Information showing the standards of population densities, land coverage and building intensities in the area after redevelopment.

The plan below shows the locations of increased densities of development, land coverage and building intensities anticipated after redevelopment. Densities and land coverages would remain the same in all Neighborhood Improvement Areas.

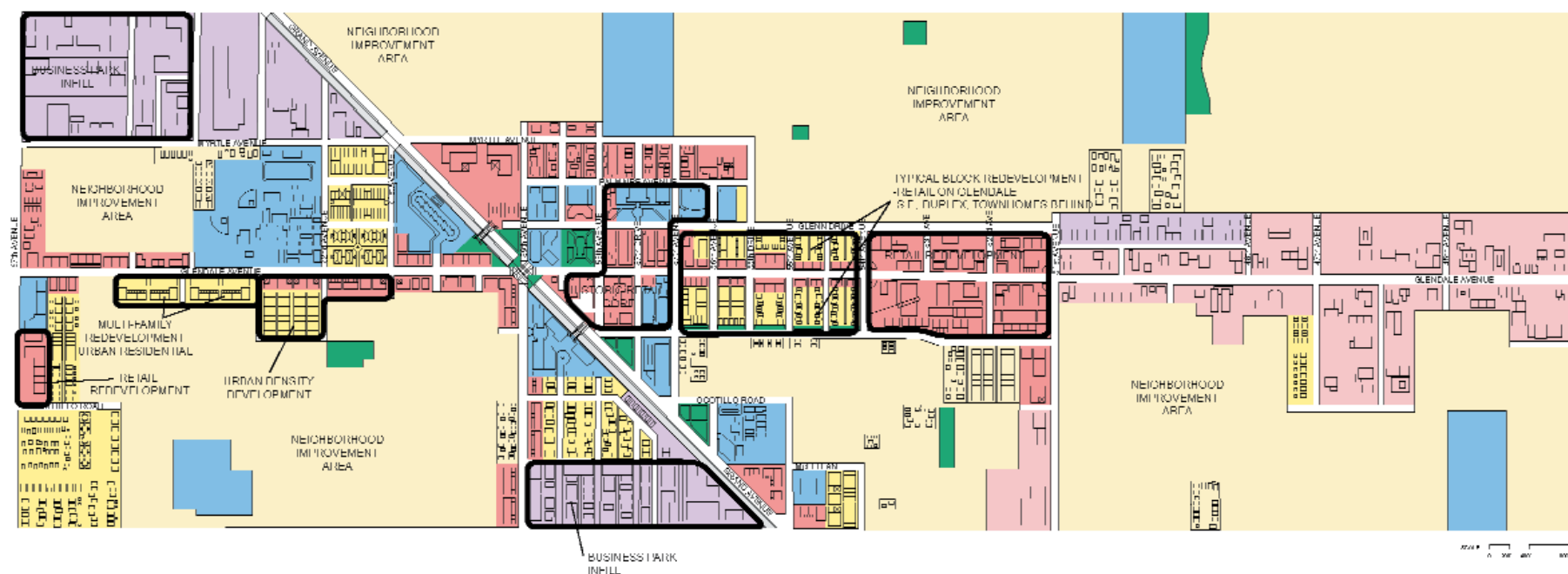


Figure 26: Areas of Increased Density and Land Use Coverage

Redevelopment Area Plan

● Maryland Avenue Overpass: The adjacent plan shows Maryland Avenue overpassing Grand Avenue and the railroad right-of-way. 55th Avenue will be made discontinuous, and diverted to connect with 53rd and 57th avenues, respectively. New traffic signals will be provided at each end of the overpass.

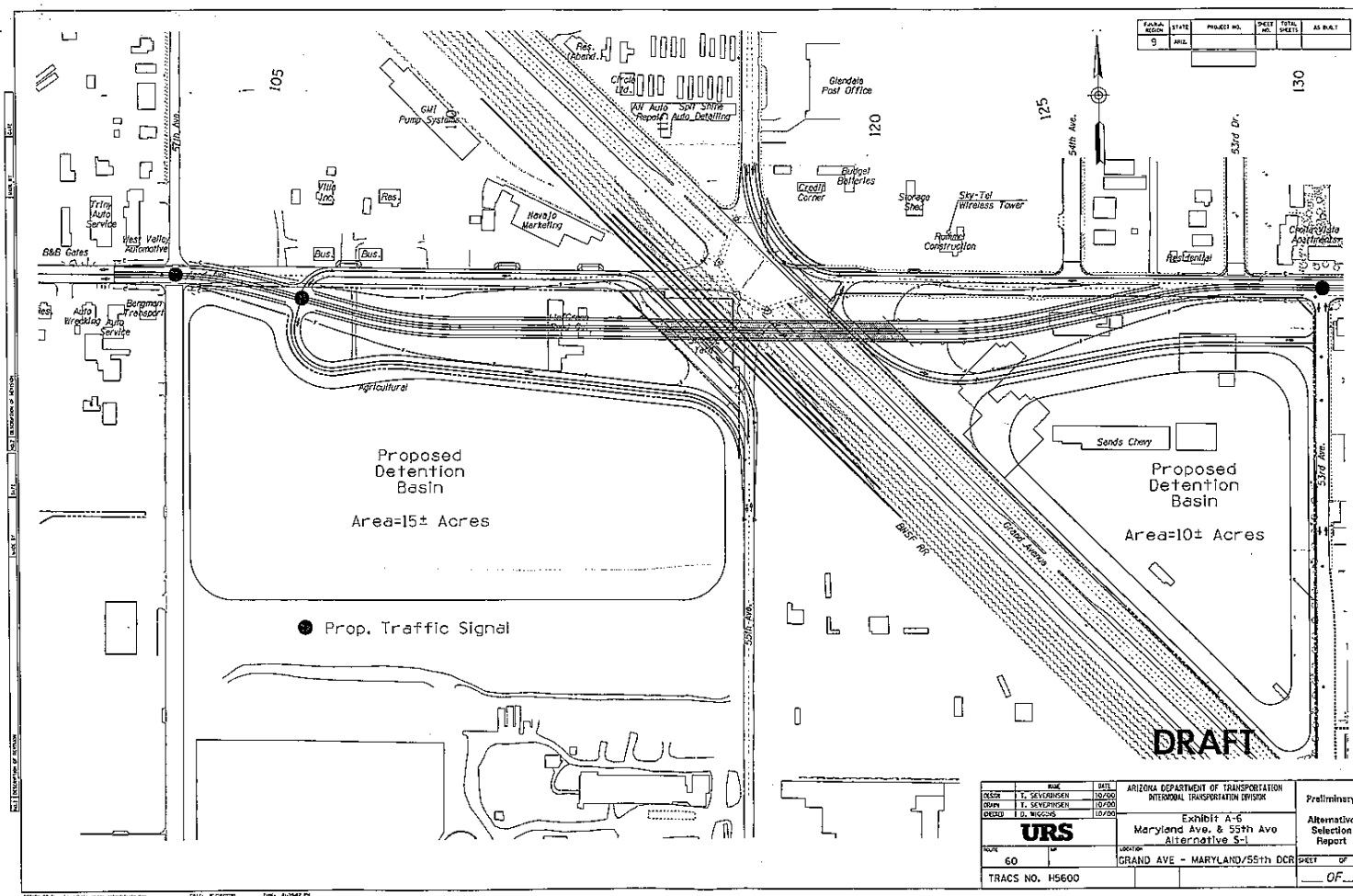


Figure 28: Maryland Avenue Overpass
Source: URS

Redevelopment Area Plan

6. A statement of the kind and number of site improvements and additional public utilities which will be required to support the new land uses in the area after redevelopment.

Existing water and sewer lines over 10" diameter are shown in Figures 29 and 30. These currently serve the City Center Area. As development comes on-line these will be evaluated for their adequacy to serve proposed new development.

Existing Sewer System

The existing system in City Center is a gravity sewer collection system with sewer lines ranging from 30" to 8". USGS topography indicates that the land slopes to the southwest at an average slope of 0.0037 foot per foot.

The planning area itself is approximately bisected from east to west by a trunk sewer line that begins as an 18" pipe on the east as it enters the planning area and leaves the planning area on the west as a 30" line. This sewer line collects flow from almost all of the planning area north of it and some of the planning area to the south (down gradient) of it. The smallest line size in the planning area is 8".

Analysis Criteria

Current City of Glendale sewer planning and design guidelines were used to assess the adequacy of the existing sewer system. These guidelines were developed by the City of Glendale to provide criteria that can be used to plan and design sewer lines for new developments. In this application, the guidelines were applied to the existing sewer system for the purpose of providing a conceptual assessment of the adequacy of the existing sewer system. The guidelines are published in Chapter 7 of the City of Glendale "Design Guidelines For Site Development And Infrastructure Construction" and are summarized as follows:

- Minimum sewer line size is 8".
- A maximum of 120 acres of combined commercial and residential property may drain into any 8" line.
- A maximum of 250 acres of combined commercial and residential property may drain into any 10" line
- A maximum of one square mile may drain into a 12" line with the written approval of the City Engineer.

Results of Analysis

The analysis of the system reveals that, except for one area in the north central part of the planning area, the gravity sewer system line sizes are well within the sewer line size guidelines established by the City of Glendale.

The area that is the exception to these guidelines is bounded by Orangewood on the north, Myrtle Avenue on the south, 51st Avenue on the east and 57th Avenue on the west. The total area is approximately 240 acres and is made up of mostly single family residential which includes a 290-lot mobile home park. The area drains to a single point at the intersection of Myrtle Avenue and 57th Avenue where it flows into an 8" sewer line. About 650 feet downstream of this point the sewer line size increases to a 10" line. According to the City of Glendale guidelines an 8" line can serve a maximum area of 120 acres of combined commercial and residential. According to guidelines a 10" line can serve a maximum area of 250 acres of combined commercial and residential. The CCMP proposes that this entire area be classified as a Neighborhood Improvement Area and is not slated for redevelopment under this plan. In this area, the existing number of residential units is likely to be maintained.

Recommendations

1. As redevelopment progresses, prepare sewerage feasibility reports for each redevelopment project as recommended in the City of Glendale design guidelines.

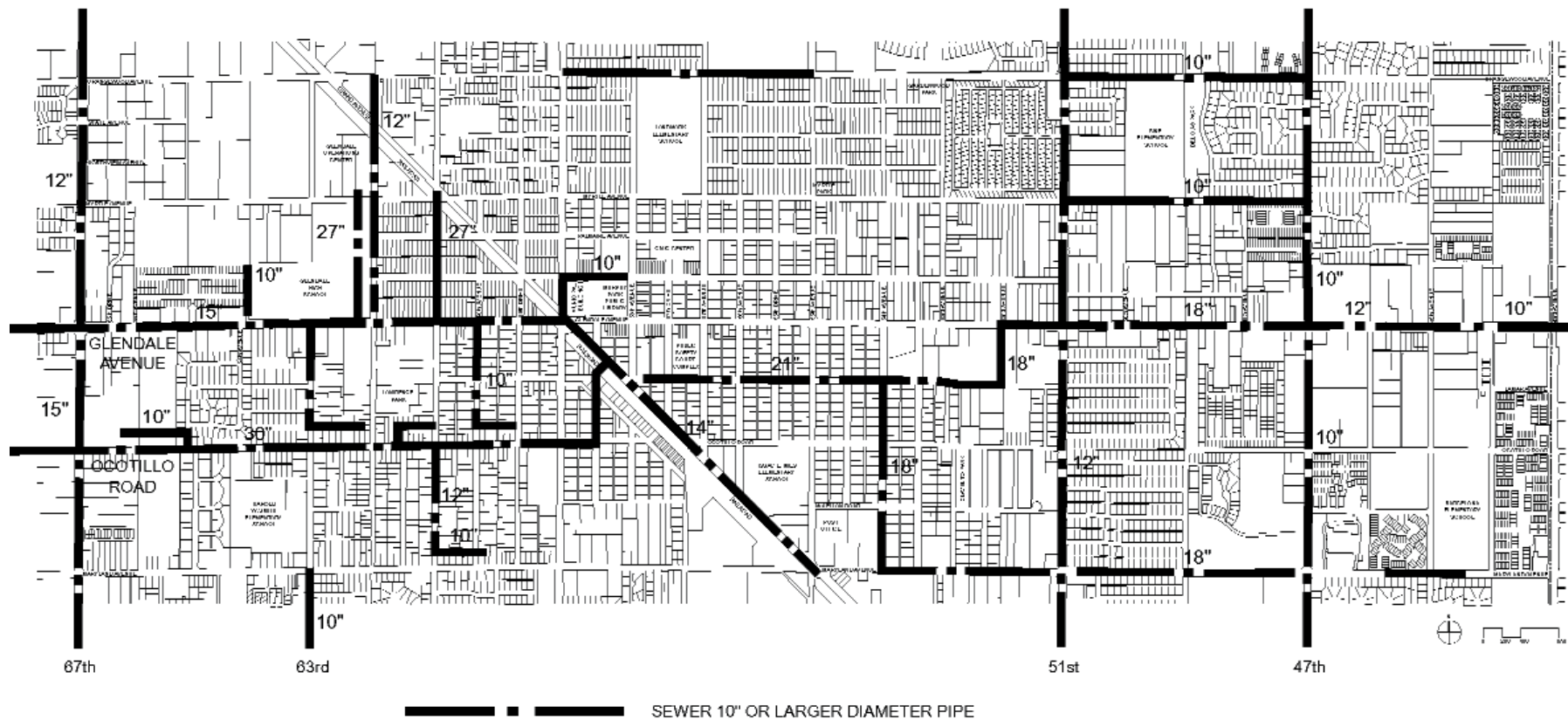


Figure 29: Sewer Pipes Greater than 10" in Diameter

Redevelopment Area Plan

2. Review the results of the Sewer Line Condition Study, currently under development by HDR Engineering, with respect to each redevelopment project in order to coordinate the rehabilitation recommended by the study with the capacity upgrade requirements of the redevelopment process (if any).
3. The City of Glendale should conduct a review of sewer system maintenance and citizen complaint records to determine if the 8" line discussed above is, in fact, an undersized line.

Existing Water System

The entire area is located within the water pressure Zone 1. The existing system consists of line sizes from 42" to 6" with some segments of 4" pipe. Pipe material was not evaluated as part of this analysis. An analysis performed by CH2M HILL in March of 2001 evaluated the physical condition of the water system.

Analysis Criteria

Current City of Glendale water planning and design guidelines were used to assess the adequacy of the existing water system. These guidelines were developed by the City of Glendale to provide criteria that can be used to plan and design water lines for new developments. In this application, the guidelines were applied to the existing water system for the purpose of providing a conceptual assessment of the adequacy of the existing system. The guidelines are published in Chapter 6 of the City of Glendale "Design Guidelines For Site Development And Infrastructure Construction" and are summarized as follows:

- In major arterial, arterial and collector street alignments, 12" minimum diameter lines.
- All other locations, 8" minimum diameter lines; except single family residential (zoned R1-8 or less) developments may be served with 6" diameter lines.

Results of Analysis

The analysis of the system reveals that the water system line sizes, in most cases, does conform to the line size standards defined in the published guidelines. However, the review revealed the existence of an 8" water line within some mile and half mile streets. The review also revealed that a significant number of 6" and 4" waterlines are still in service in this area.

It should be noted that this is only a conceptual, cursory review of the existing water system. This type of review is not adequate to determine the adequacy of the existing water system to support anticipated demands resulting from the proposed redevelopment plan. The City of Glendale currently has a computer model that was developed to model the water system throughout the City of Glendale. The model was created to model line sizes only as small as 12" and would require updating to be used to assess the capability of the existing water system in the Downtown Master Plan area.

Recommendations

1. Update the existing water system computer model with detailed data for the City Center Master Plan area. The model can be used in the planning stages of each redevelopment project to assess the impact of the project on the system and to develop system improvements to mitigate the impacts.
2. Develop a Capital Improvements Plan to eliminate system deficiencies and replace the existing 6" and 4" lines in the area.
3. As specific redevelopment projects are planned and designed, conduct flow tests on the existing water system. The flow tests will be used as a basis for the design of building fire suppression systems and building potable water systems.
4. Review the results of the Water Line Condition Study prepared by CH2M HILL and coordinate the CIP recommendations in the study with the water system capacity upgrade CIP.

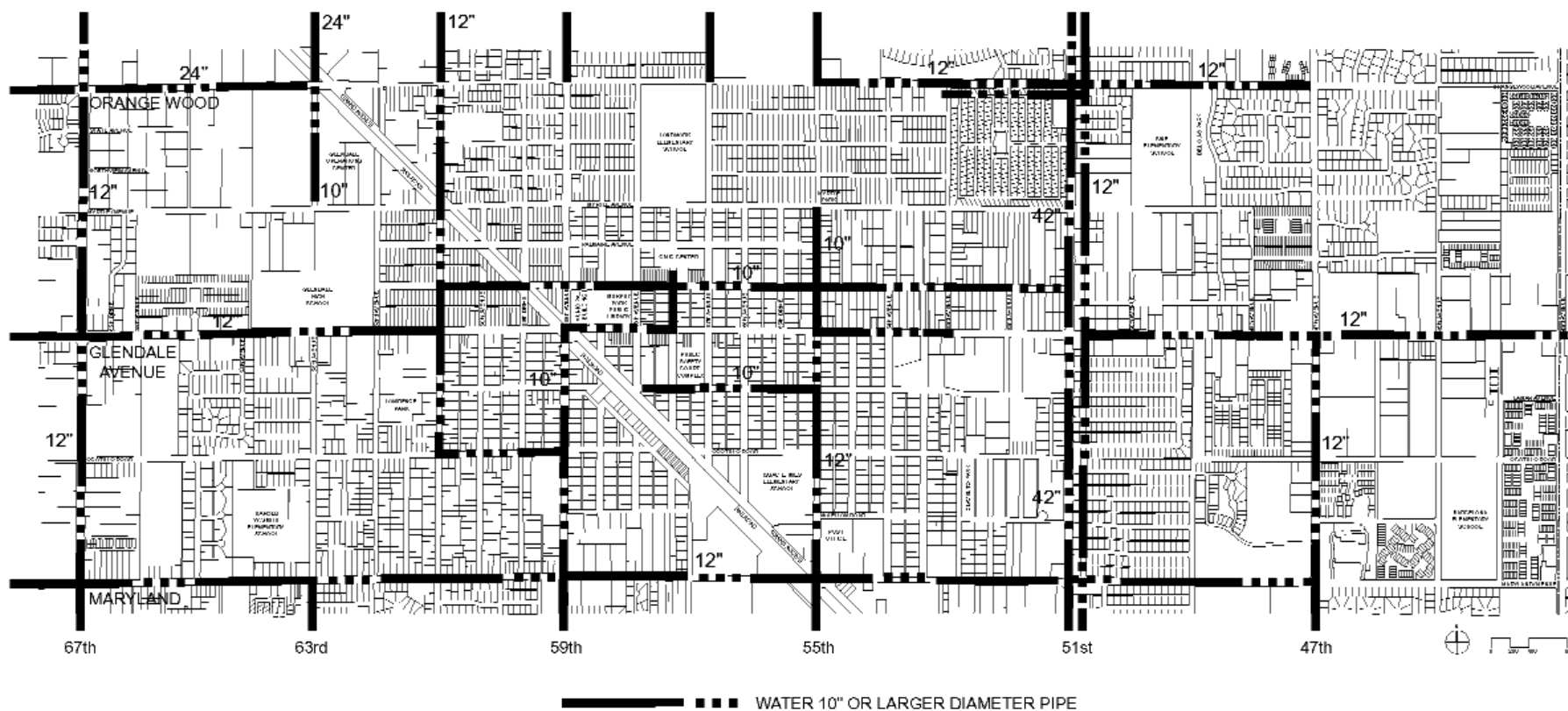


Figure 30: Water Pipes 10" or Greater in Diameter

Redevelopment Area Plan

7. A statement of the proposed method and estimated cost of the acquisition and preparation for redevelopment of the redevelopment project area and the estimated proceeds or revenues from its disposal to developers.

The City intends the redevelopment of the City Center Area to include a combination of property rehabilitation and also property acquisition and site preparation (which may include clearance). A number of different areas have been identified for acquisition, for both public projects and also for private sector redevelopment projects. Conditions for acquisition and clearance include:

- Provision of Redevelopment Opportunities as identified in the CCMP and of a nature compatible with those future uses identified by the City.
- Removal of substandard conditions, including properties that cannot be economically or viably rehabilitated.
- Removal of blighting influences. This includes properties which by nature of their physical condition or their use, create a blighting influence on the community.
- Funds for property acquisition and site preparation have been calculated as a portion of the CCMP, and shall include, but not be limited to, City funds including the proceeds of any bond issuance, state or federal funds, private sector financing, other sources of development financing.

Public and Private Projects	W. of Grand	E. of Grand						(Thousands)								
			2002-3	2003-4	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10	2010-11	2011-2012	2012-2022	Total Project Cost	Type of Financial Support	
Public Projects																
Commercial building rehab program: Revitalize Glendale (for citywide projects)	X	X	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200			\$1,800	50% Matching Grant for exterior improvements to commercial properties. Ongoing budget item.	
Catlin Court		X	\$200	\$200		\$400								\$800	City commitment to Capital Improvements in Catlin Court. CIP	
Multi-cultural district	X							\$500	\$500	\$500	\$500			\$2,000		
Civic Center		X	\$500	\$500										\$1,000	CIP Improvements-expansion of Civic Center	
Murphy Park		X	\$300											\$300	CIP City undertakes physical improvements to park	
Remove blighted structures in res. areas	X	X		\$500	\$500	\$500	\$500	\$500						\$2,500		
B of A site pkg. structure & Baptist at-grade		X	\$2,000	\$3,400										\$5,400	CIP & GO Bonds. City budgeted \$2.4 million in 2000-01 for downtown parking structure	
Library		X					\$1,000		\$5,700					\$6,700	GO Bonds. \$1 million for land acquisition, \$5.7 million for construction. Additional CIP funds may be needed closer to time of construction.	
Courts	X			\$1,640					\$2,000				\$20,000	\$23,640	GO Bonds and CIP. Land to be banked by City until new Courts are constructed. Land acq. in Sonorita will take time.	
Cultural Arts Center		X								\$13,215				\$13,215	GO Bonds. Site to be used for surface parking for Civic Center until Cultural Arts Center is built.	
City Office Building	X											\$5,000	\$5,000	\$10,000	GO Bonds. Part of Court Complex project.	
Greenway: Lamar Ave. & Glenn Drive: 5 blocks	X	X				\$50	\$50	\$50	\$50	\$50	\$50	\$1,950		\$2,250	GO Bond	
Linear park: 5 blocks	X	X				\$200	\$200	\$200	\$200	\$200	\$200			\$1,200		
Glendale Avenue streetscape	X	X		\$200	\$200	\$200	\$200	\$200	\$1,000		\$2,000	\$5,000		\$10,000	CIP and GO Bonds; maintain Glendale Ave. "signature street" landscape improvements	
Grand Avenue pedestrian bridges	X	X								\$1,000				\$6,600	CIP, GO Bonds, TEA-21 Transportation Enhancement Grants	
Parking Facility					\$700	\$700				\$3,300	\$6,400			\$7,800	GO Bonds, CIP; Grand Avenue Beautification	
Greening of deck over Grand Avenue	X	X				\$200	\$500							\$700	CIP, TEA-21; enhancement of ADOT Grand Ave.	
Transit Center		X							\$1,000	\$1,500	\$1,600			\$4,100	GO Bonds, CIP, TEA-21; Park-n-Ride facility, possibly followed by Light Rail Transit station	
Grand Avenue beautification	X	X		\$600			\$1,000	\$400	\$400					\$2,400	GO Bonds, CIP; Grand Avenue Beautification	
Land North of Glendale Avenue		X			\$1,000	\$1,000	\$1,190							\$3,190	GO Bonds, Acquisition of property for redevelopment	
Land South of Glendale Avenue		X				\$1,500	\$1,500	\$1,536						\$4,536	GO Bonds, Acquisition of property for redevelopment	
			\$3,200	\$7,240	\$2,600	\$4,950	\$6,340	\$3,588	\$11,050	\$19,965	\$14,250	\$11,950	\$25,000	\$110,133		
Private Projects																
													Public Subsidy	Total Private Project Cost		
Allee Retail & Rental Housing		X				\$1,000								\$1,000	GO Bond (Land Acquisition)	
Urban Housing (S.F. east of Downtown)		X		\$400	\$375									\$775	GO Bond (Land Writedown & Acquisition)	
Downtown Hotel		X									\$968	\$2,000		\$2,968	GO Bond (Land Acquisition)	
Downtown Office Building (100,000 s.f.)		X						\$1,000	\$2,537					\$3,537	GO Bond (Land Acquisition & Construction Assistance)	
Sonorita Industrial (Redevelopment of Industrial Areas S. of McClellan)	X				\$522	\$1,000								\$1,522	GO Bond (Land Acquisition)	
Northwest Industrial (Industrial Park at 67th & Myrtle)	X					\$1,000	\$2,000	\$986						\$3,986	GO Bond (Land Acquisition)	
Retail--51st & Glendale (Red. of Older Uses)		X						\$2,000	\$2,000	\$355				\$4,355	GO Bond (Land Acquisition & Developer Assistance)	
Sonorita Infill Housing (X		\$610	\$1,000	\$1,071									\$2,681	GO Bond (Land Acquisition, Infrastructure and Housing Construction)	
Thrift Store Reuse		X					\$1,200	\$577						\$1,777	GO Bond (Land Acquisition of Block at 54th & Glendale)	
Retail & Residential East of Downtown		X			\$200	\$200	\$200	\$200						\$800	GO Bond (Land Acquisition for Mixed Use Projects)	
Neighborhood Retail & Condominiums (w. of Grand)	X		\$1,000	\$1,189	\$3,250	\$3,250	\$3,250							\$11,939	GO Bond (Land Acquisition)	
Sugar Beet Factory Reuse (Historic Preservation, Entertainment Retail, Residential, Office)		X								\$1,338		\$7,000	\$8,338	\$13,395	GO Bond (Land Acquisition & Historic Preservation)	
			\$1,610	\$2,589	\$5,418	\$6,450	\$6,650	\$4,763	\$4,537	\$1,693	\$968	\$2,000	\$7,000	\$43,678	\$170,727	
Total Public and Private Projects			\$4,810	\$9,829	\$8,018	\$11,400	\$12,990	\$8,349	\$15,587	\$21,658	\$15,218	\$13,950	\$32,000	\$153,809		

Table 6: Recommended Priorities of Project Timing and Funding

Redevelopment Area Plan

8. A statement of the proposed method of financing the redevelopment project.

Table 3 outlines the funding requirements and sources for public and private projects in the Redevelopment Project Area. The source of funds outlined is not meant to be inclusive, but is shown to illustrate sources and magnitudes of required funds.

9. A statement of a feasible method proposed for the relocation of families to be displaced from the redevelopment project area.

The General Relocation Assistance Policy for Properties Acquired by the City in the Redevelopment Area provides that relocation activities that result from property acquisition by the City will be carried out by the City in accordance with A.R.S. 11-961 to 11-974 when City funds are used, or in accordance with the Uniform Relocation Assistance and Real Property Acquisition Act when Federal funds are used. The City of Glendale will assume responsibility for assurance that relocation assistance and payments are made in accordance with federal and state regulations. Essential services to be provided by the City include:

- Provision of fair, timely, and reasonable relocation payments and assistance.

- Provision of relocation advisory assistance programs.
- Availability of decent, safe, and sanitary replacement dwellings within a reasonable period of time prior to displacement.
- Provision that persons to be displaced will be notified as soon as possible of the availability of the relocation program and payments, location where information may be obtained, and dates governing eligibility.

Relocation assistance will also include such measures, facilities, or services as may be necessary or appropriate in order to:

- Properly discuss and explain the available services, relocation payments and eligibility requirements; and assist in completing applications, claims, and other required forms.
- Determine the need, if any, for relocation assistance.
- Provide current information on a continuing basis regarding the availability, prices, and rentals of "fair housing" (replacement housing) and commercial space.
- Assure the availability of decent, safe, and sanitary replacement housing in an amount equal to the needs of the persons to be displaced.
- Assist displaced persons in obtaining and becoming established in suitable replacement locations.

Redevelopment Area Programs

Property Rehabilitation

To facilitate the strengthening of the existing neighborhoods, property rehabilitation is required.

In areas designated for rehabilitation, property owners will be encouraged to undertake rehabilitation of structures that are structurally capable of being brought up to rehabilitation standards,

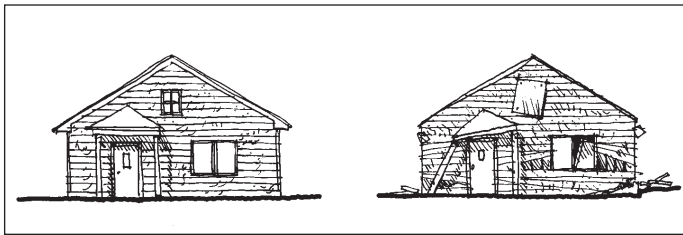


Figure 31: Property to be renovated versus demolished

including all applicable local codes and ordinances. Improvements must be compatible with the CCMP and the City Center Redevelopment Area Plan, which is

this section of the CCMP. The economic feasibility of such rehabilitation will be carefully evaluated.

All properties designated for rehabilitation will be upgraded in accordance with all applicable codes and ordinances. The City of Glendale may amend such standards for individual projects for an individual structure or use, if it finds and determines that:

- The structure or use cannot be feasibly made to comply because of existing site, use, or other physical limitation. For example, this could include reduced building setbacks due to small existing lot size.
- Reduction or amendment of such standards will not have an adverse effect on the area.
- The remaining economic life of such structures shall not be less than 20 years.

- The reduction of such standards will not otherwise impact the health, safety, or welfare of the occupants or structure of the area.
- All non-residential structures shall have sufficient lateral and vertical resistance to sustain all design loads specified in the Uniform Building Code in accordance with sound engineering practices as may be determined by the Building Safety Department.

Land Acquisition and Site Preparation

The City intends the redevelopment of the City Center Area to include a combination of property rehabilitation and also property acquisition and site preparation (which may include clearance). A number of different areas have been identified for acquisition, for both public projects and also for private sector redevelopment projects. Conditions for acquisition and clearance include:

- Provision of Redevelopment Opportunities as identified in the CCMP and of a nature compatible with those future uses identified by the City.
- Removal of substandard conditions, including properties that cannot be economically or viably rehabilitated.
- Removal of blighting influences. This includes properties by nature of their physical condition or their use that create a blighting influence on the community.

Funds for property acquisition and site preparation have been calculated as a portion of the CCMP and shall include, but not be limited to, City funds including the proceeds of any bond issuance, state or federal funds, private sector financing, other sources of development financing.

The method of acquisition, financing, and preparation of land for redevelopment is that the City will obtain at least one independent appraisal by an independent fee appraiser for each property to be acquired. Based on the appraisal, an offer reflecting fair market value will be made to the property owner. Every effort will be made

Redevelopment Area Plan

to reach an acceptable price, but if an agreement cannot be reached, eminent domain actions may be initiated with the fair market value to be established by the court.

Funding for acquisitions may be undertaken using municipal bonds, general revenues, or Community Development Block Grants (CDBG) established by the Community Development Housing Act of 1974. The City may utilize any and all financing mechanisms available to the Municipal Property Corporation. Other funding sources will be used as they become available, as well as funds provided by developers involved in redevelopment projects.

Plan Objectives: Proposed Changes in Redevelopment Area

As described above, between October 2000 and August 2001, the City of Glendale initiated a community-based planning process that included more than a dozen public meetings with over 750 citizens, as well as more than twenty meetings of a 36-member CAC appointed by the Mayor and City Council.

The following priority projects and initiatives were developed based on direct citizen input during the planning phase of this project as described in the Executive Summary:

- A. Preserve and enhance the current "small town" atmosphere while providing a strong economic and social foundation for the community.
- B. Strengthen and protect residential neighborhoods from blight and incompatible land uses.
- C. Enhance parking facilities in the city center core.
- D. Develop quality restaurants and evening entertainment facilities.
- E. Enhance public facilities such as cultural arts, library facilities, municipal facilities, parks and open spaces.
- F. Improve pedestrian and vehicle circulation.

- G. Stimulate investment west of Grand Avenue by development of public facilities, private redevelopment projects, pedestrian bridges, and other crossings.
- H. Develop business park facilities for businesses currently located in neighborhoods, and to provide job opportunities in the City Center Area.
- I. Assemble sites for high-quality retail, residential, office, and mixed-use projects.
- J. Diversify and enhance neighborhood retail stores.

Approach to Redevelopment Implementation

The City of Glendale will implement a proactive and comprehensive approach to redevelopment. This will include a mix of program efforts designed to address all of the factors influencing change in the redevelopment district, and a cooperative partnership between public and private sectors. Some of these partners may include other government agencies, property owners, business owners, developers, investors, financial institutions, citizens, civic groups, and other stakeholders.

The advantage of a formally-adopted redevelopment plan is that it allows the city to work closely in partnership with others to achieve mutually-beneficial goals. This includes financial assistance to residents and property owners, the ability to acquire and prepare redevelopment sites, and the ability to enter into partnership agreements to facilitate redevelopment projects, such as: Parking, Transportation, Public Projects, Private Redevelopment Projects, Business Assistance, Neighborhood Improvement, Other Services (marketing, design standards, etc.).

The City should consider creation of a redevelopment commission to review projects within the redevelopment area. The commission would function as an advisory body to the City Council on all matters of redevelopment, and for implementing activities specified in the CCMP.

Redevelopment Area Plan

Land Disposition

The provisions and regulations governing the use and development of land are limited to the CCMP Area. The conditions, restrictions and limitations imposed by the CCMP are in addition to any conditions, limitations or restrictions contained in the Zoning Ordinance of the City of Glendale and any other applicable laws regarding use and development in the City. Where conflicts occur, the more restrictive regulations shall apply.

Disposition of any property by the City of Glendale for redevelopment purposes shall require a development or redevelopment agreement with the prospective developer. The City, at its discretion, may enter into contracts with redevelopers of property containing covenants, restrictions and conditions regarding the use of property for residential, commercial, industrial, recreational or other purposes, as the City may deem necessary. The City may enter into any contracts necessary to effectuate the purposes of the CCMP as provided for in Arizona Revised Statutes (A.R.S.) 36-1475.

The City may require review of detailed plans for redevelopment prior to disposition of property. In cases where the City owns property to be redeveloped or has been requested by a developer to assist with property acquisition, economic incentives, or other forms of development assistance, the City may require detailed plans, development pro forma, economic projections, and other information to be submitted. Redevelopment plans will be reviewed for consistency with the overall goals of the CCMP.

Redevelopment projects requiring City assistance should be consistent with the CCMP and Zoning Ordinance, including building heights, setbacks, pedestrian orientation, parking, roof structures, screening of mechanical systems, signage, landscaping, and other appropriate development standards.

The property within the Plan area shall not be restricted as to the sale, lease, use or occupancy upon the basis of race, sex, religion, color, or national origin.

Figure 32: Infill housing shall match historic front building street alignments and setbacks of existing residences.

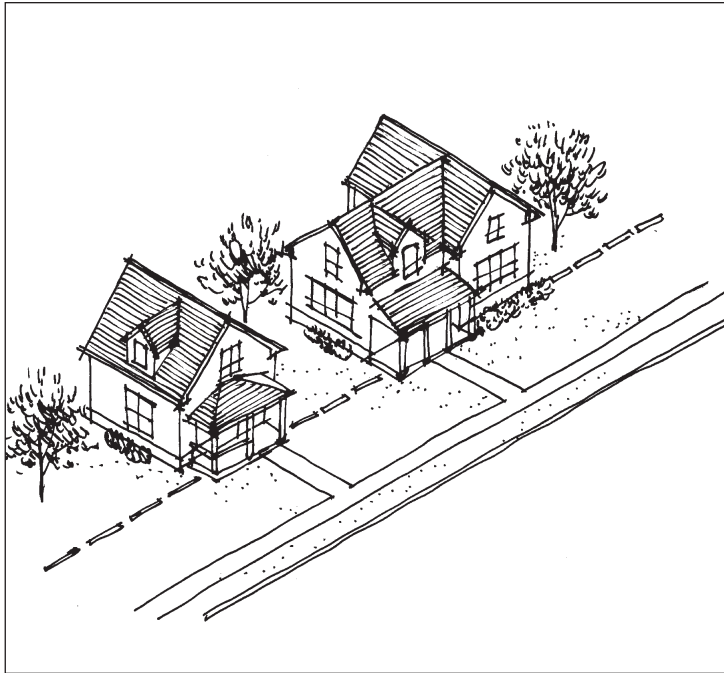


Figure 33: The mass of buildings shall provide visual interest and depth to achieve a more articulated form.



A. Residential Neighborhoods

Goals and Objectives

- Plan for a variety of housing types, which establish and maintain a quality of community appearance.
- Provide flexibility in adjusting to changes in housing trends and patterns, while maintaining compatibility with surrounding neighborhoods and development.
- Ensure that single-family uses compliment adjacent uses.

1. Building Setbacks, Site Development

- a. Infill housing shall match historic front building street alignments and setbacks of existing residences. See Figure 32.

2. Building Height

- a. New infill housing shall be compatible in height and scale of adjacent houses. Single-family homes shall not exceed a maximum 30' total height, or more than two stories.

3. Massing and Orientation

- a. New single-family residences shall maintain similar building forms and orientation to the street as those existing homes in the neighborhood.
- b. The mass of buildings shall be broken up to reduce the apparent scale, provide visual interest and depth, and achieve a more articulated form. See Figure 33.

4. Architectural Detail

- a. Building fronts are encouraged to include articulations such as bays, insets, and porches or stoops related to entrances and windows.
- b. Facade articulation and elements such as building breaks, changes in wall planes, gables, balconies and varied architectural treatment shall be used to avoid long, monotonous walls.

Figure 34:
Developments
shall utilize
creative, place-
making, street
sensitive site
organization.



Figure 35:
Developments
shall be designed
to include
multiple use
spaces in
addition to their
primary purpose.



5. Building Materials

- a. All single-family developments shall be constructed with exterior building materials and finishes that are of high quality, permanence and durability such as natural wood, masonite siding, stucco, brick, and stone.
- b. Predominant roof materials shall be high quality; durable materials such as wood shake shingles, copper or clay or concrete tiles. Other roofing materials such as asphalt, composition wood and metal roofing will be considered and evaluated for consistency with the overall design of the building.
- c. Exterior colors shall be aesthetically pleasing and compatible with colors of nearby structures.

6. Landscaping, Sidewalks and Fencing

- a. All yards adjacent to arterial collector and local streets shall be landscaped.
- b. Plant materials for landscape areas shall be suitable for use in the local climate and shall include deciduous, coniferous, ornamental trees, shrubs, perennials, bulbs, and seeded or sodded lawn.
- c. Irrigation requirements shall be on a case-by-case basis. Xeriscaped areas are encouraged in areas where consistent with the existing neighborhood.
- d. All new construction shall match the existing street curb and gutter and sidewalks as per city requirements.
- e. Opaque fencing shall be limited to back yards and service areas. Materials shall be wood, masonry or split face concrete block.
- f. Fencing in front yards shall be limited to "open character" or view fencing such as wooden pickets or wrought iron, maximum 42" high.

7. Pedestrian access

- a. Pedestrian connections to adjacent developments shall be provided.

Figure 36: A breakdown of building mass, form, length and proportions is required at all significant entryways and walls that front pedestrian activities.



Figure 37: The composition of multi-story buildings shall present a clear base, middle and top.



- b. Sidewalks shall be provided along all public streets.

8. Parking

- a. For parking lots with 10 or more parking spaces, one shade tree shall be required to be planted in the interior of the lot for every 10 spaces.
- b. All parking lots adjacent to primary and secondary streets shall be screened using a 3' wall and landscaping between the wall and street.

B. Commercial District

Goals and Objectives

- a. Foster designs that reflect Glendale's unique image and physical character.
- b. Prevent generic, national prototype or corporate architecture.
- c. Encourage development of high quality and lasting value.
- d. Set minimum quality standards for site development, organization, relationship to adjacent properties and building architecture.
- e. Develop sites in a manner that is sensitive to the existing and adjacent neighborhood character, topography and natural features, land use patterns, auto and pedestrian circulation and views.

1. Building Setbacks, Site Development

- a. Developments shall utilize creative, place-making, street sensitive site organization. See Figure 34.
- b. Site planning shall respect the relationship of the site to existing and proposed buildings and streets.
- c. Site planning and design shall, to the extent possible, preserve existing views and vistas.
- d. Developments shall be designed to include spaces that can function with multiple uses in addition to their primary purpose, such as art markets, farmers markets and special events. See Figure 35.

Figure 38:
Buildings located near the arterial or collector street(s) with most of the parking on the side or rear of the buildings is encouraged.

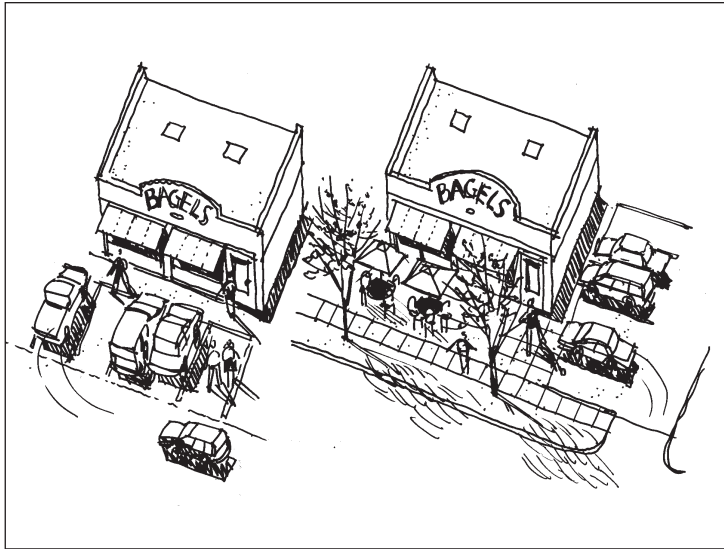
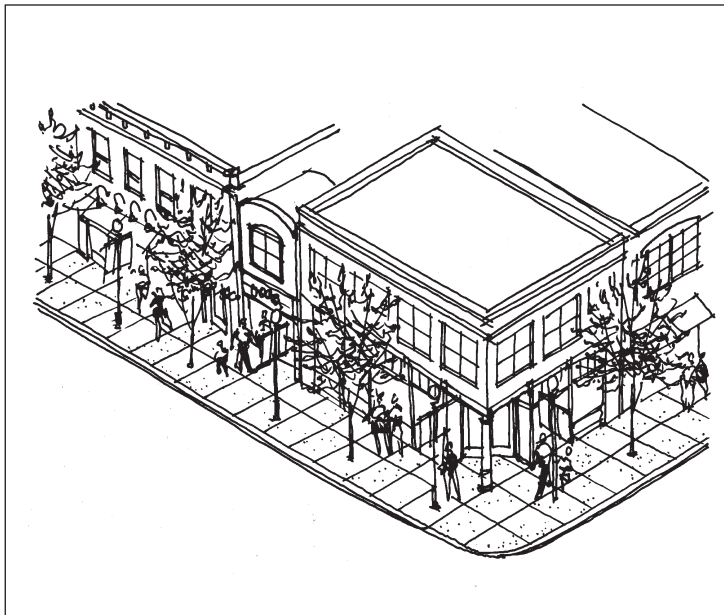


Figure 39: Where development occurs at intersections, corners shall be identified with significant landscaping and buildings shall be oriented to relate to the street corner.



2. Building Height, Massing and Orientation

- a. A breakdown of building mass, form, length and proportions is required at all significant entryways and walls that front pedestrian activities to mark entryways and to provide a human scale. See Figure 36.
- b. At multi-story buildings, the composition of the building shall present a clear base, middle and top or a clearly defined alternative building composition. The building mass shall break down and be clearly articulated to differentiate the first floor portion of the building from the remaining mass. See Figure 37.
- c. Horizontal rhythms, such as openings and articulations shall logically align between levels.
- d. Entry facades shall orient towards the primary street or the active pedestrian zone within the site to create an inviting image and consistent front and street edge definition.
- e. Developments shall be encouraged to locate buildings near the arterial or collector street(s) with most of the parking on the side or rear of the buildings. See Figure 38.
- f. Where development occurs at intersections, corners shall be identified with significant landscaping and buildings shall be oriented to relate to the street corner. See Figure 39.
- g. Buildings shall be grouped in ways that create positive space or "rooms" to accommodate parking and site circulation as well as to complete spaces established by adjacent developments.
- h. Entrances shall be visible and accessible from pedestrian sidewalks.
- i. Orient primary structures to the arterial or collector street and provide design and materials compatible with the existing, adjacent development to create a coordinated and visually attractive streetscape.
- j. Buildings in City Center Area may not exceed 60' in height. Height shall be measured to the apex of the roof. Additional architectural elements such as spires may exceed this height by no more than an additional 15' feet.

Figure 40:
Ground floor
facades facing a
primary access
street shall have
clearly defined,
highly visible
customer
entrances.

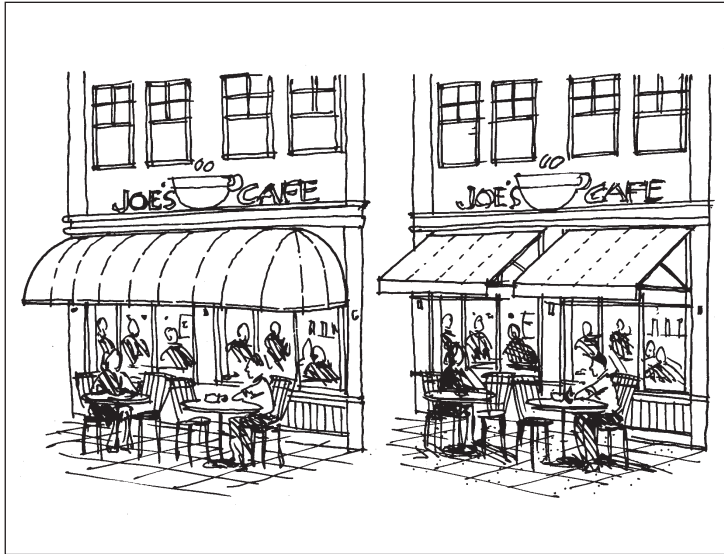


Figure 41: Hotel
and motels
stairwells and
circulation
components of
the building shall
be completely
enclosed within
the building
envelope.



3. Architectural Detail

- a. Ground floor facades facing a primary access street shall have clearly defined, highly visible customer entrances that feature no less than three of the following: canopies or porticos, overhangs, recesses/projections, arcades, raised corniced parapets over the door, distinctive roof forms, arches, outdoor patios, display windows, integral planters or wing walls that incorporate landscaped areas and places for seating. See Figure 40.
- b. Architectural details such as tile work, metal work, brick applied in two or more colors, corbels, or other projections and moldings shall be used as facade graphics to articulate walls.
- c. Rear building facades shall contain a simplified expression of the same materials and patterns used on other sides of the building. Blank, featureless walls are prohibited.
- d. For hotels and motels, all stairwells and circulation components of the building shall be completely enclosed within the building envelope. See Figure 41.
- e. Buildings shall have distinctive roof profiles and provide a variation in roof lines and forms between developments. Buildings with flat roofs shall be designed to create visual interest by using variations in parapet height, articulation of cornices lines, decorative scuppers and other features. See Figure 42.

4. Building Materials

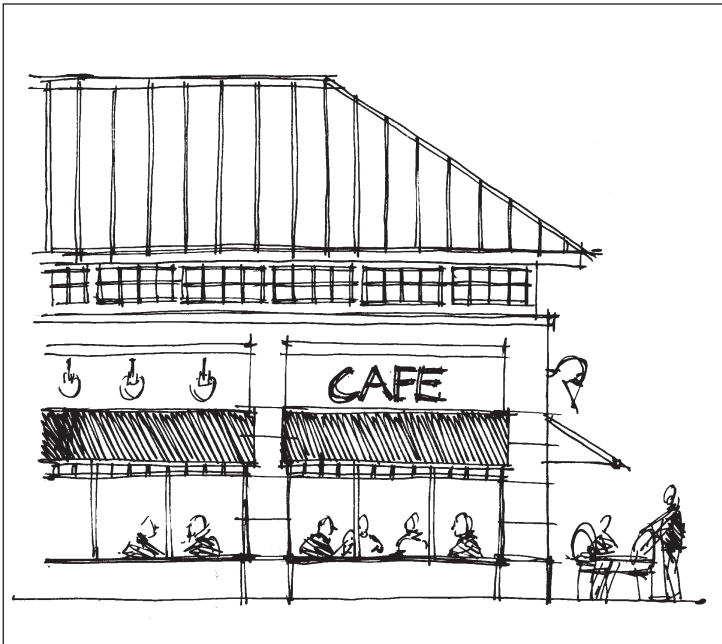
- a. Building materials shall have quality, durable material such as brick, wood lap siding, sandstone or other native stone, integrally colored, textured or glazed concrete masonry units, pre-finished metal panel systems, high quality pre-stressed concrete systems and stucco. See Figure 43.
- b. All sides of the building shall include materials consistent with those on the front.
- c. Color schemes shall tie building elements together and shall be used to enhance the architectural form of the building.

Design Standards

Figure 42:
Buildings shall have distinctive roof profiles and provide a variation in roof lines and forms between developments.



Figure 43:
Buildings shall have quality, durable material.



- d. Roof surfaces shall be made of durable materials such as clay or concrete tile, copper, slate or other pre-finished architectural metals.
- e. Encourage use of awnings, portals or arcades along sidewalks on pedestrian-oriented streets. Encourage use of shade structures, trees, and other cooling alternatives in public gathering spaces.

5. Landscaping, Sidewalks and Fencing

- a. Use landscaping to break up the apparent size and monotony of parking areas. See Figure 44.
- b. Site buildings to preserve healthy mature existing trees.
- c. Within each area required to be landscaped, at least 60% of the combined surface area shall be covered in live material, including trees, shrubs, ground cover and sod or seed. Areas that are not covered in live material shall be covered with decomposed granite to 2" minimum depth, river run rock, expanded shale or bark.
- d. Shade trees shall be planted in parking lot islands at a rate of at least one tree and five shrubs for every 10 parking spaces. See Figure 45.
- e. Plant material shall be located at building corners and along all building sides, except where building sides are covered by roof overhangs.
- f. Landscaping at street corners shall "pull back" to open view lines into the site and to create landscaped corner features.
- g. Street trees shall be spaced according to the City of Glendale Landscape Ordinance.

6. Pedestrian Access

- a. Create a safe, continuous pedestrian network that minimizes conflict with automobile movement while promoting a convenient option for pedestrian movement within and between developments.

Figure 44: Use landscaping to break up the apparent size and monotony of parking areas.

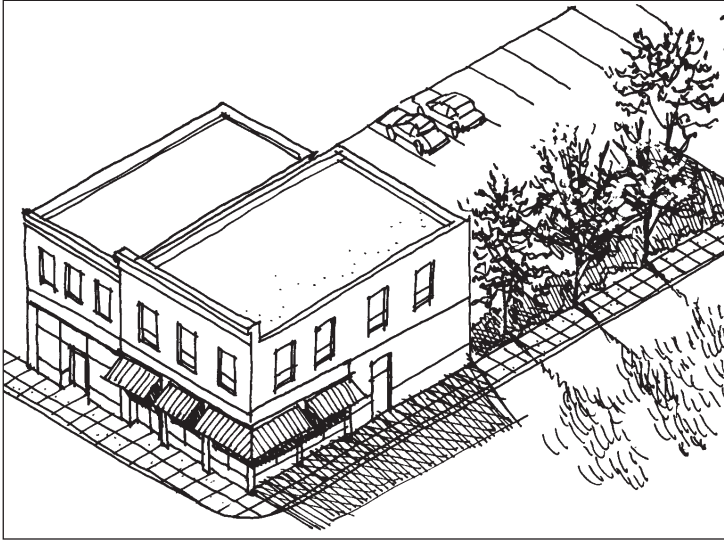
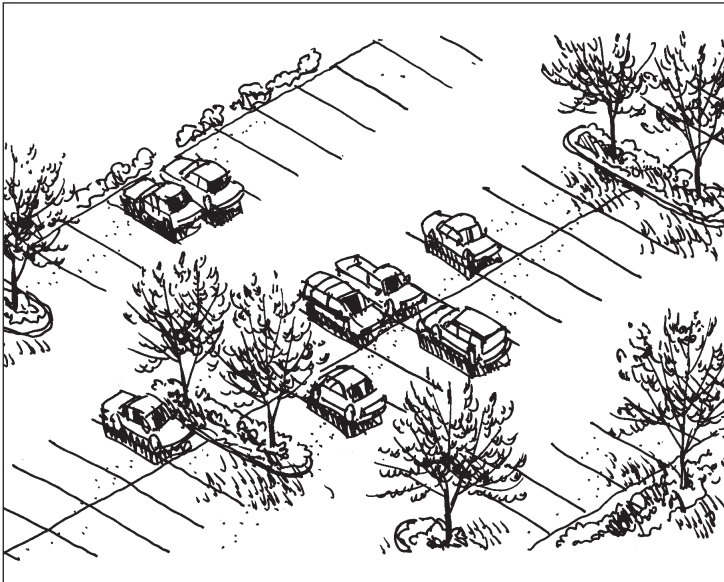


Figure 45: Shade trees shall be planted in parking lot islands at a rate of at least one tree and five shrubs for every 10 parking spaces.



- b. Provide continuous site perimeter pedestrian walkways within a development site, no less than 6' in width for arterials, 4' for other streets. At a minimum, walkways shall connect focal points of pedestrian activity such as transit stops, street crossings, open space, building and store entry points, and adjacent pedestrian systems. See Figure 46.
- c. All parking lots shall have pedestrian crosswalks that are distinguished from driving surfaces with surface materials such as pavers, bricks or enhanced concrete.
- d. Pedestrian connections to adjacent developments shall be provided. If adjacent properties are undeveloped, site plans shall indicate areas for future pedestrian connections to adjoining parcels.

7. Vehicular Access and Parking

- a. Create an automobile circulation system that provides for safe and efficient movement within and between properties and minimizes impacts of commercial traffic on residential properties. See Figure 47.
- b. Common or shared public entries and shared service and delivery access is encouraged.
- c. Large parking areas shall be divided into "rooms" defined by pedestrian paths, landscaping and building placement. Each parking room shall be limited to not more than 80 spaces. See Figure 48.
- d. Shared parking and cross property parking access for similar uses shall be strongly encouraged.
- e. Parking shall be distributed to minimize walking distances.

8. Signage

- a. Signage shall be designed with an appropriate form and size for the location it is placed. See Figure 49.
- b. Provide a variety of signage types including cutout lettering, graphic shapes, projected signs and illustrative signs. See Figure 50.

Figure 46:
Provide
continuous site
perimeter
pedestrian
walkways within
a development
site, no less than
6' in width for
arterials, 4' for
other streets.

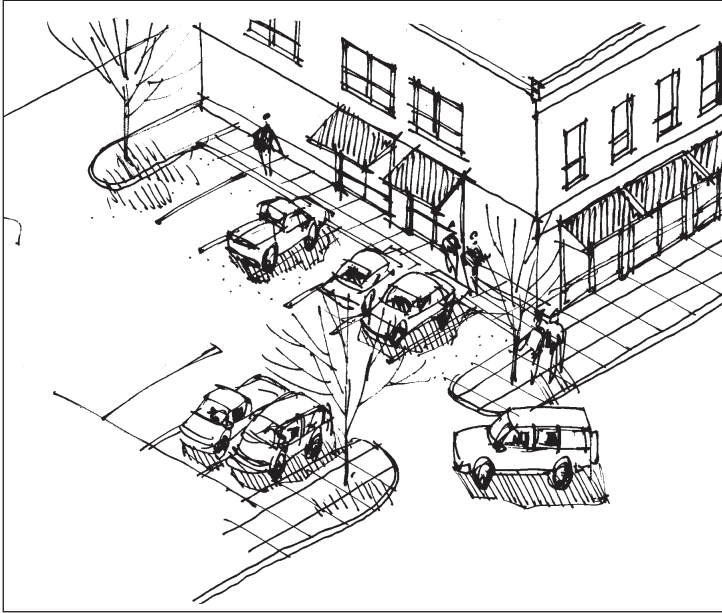
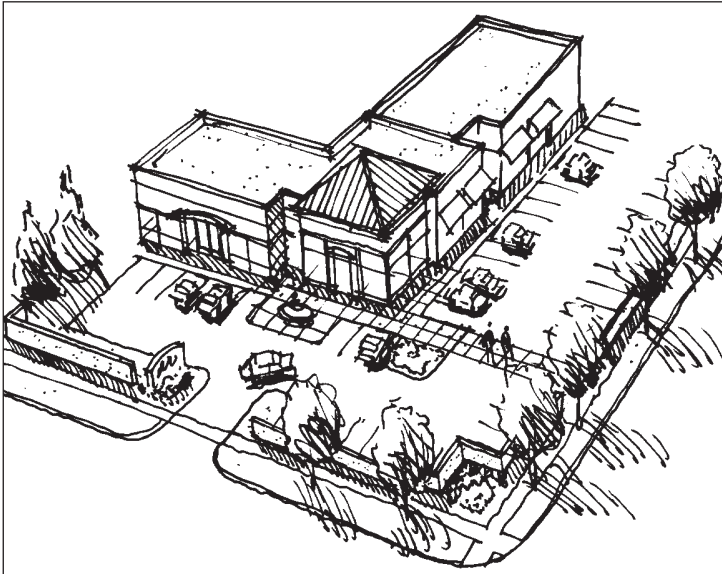


Figure 47: Create
an automobile
circulation system
that provides safe
and efficient
movement and
minimizes impacts
of commercial
traffic on
residential
properties.



C. Industrial Business Park District

Goals and Objectives

- Maximize the economic benefits of industrial development while minimizing potential negative impacts on adjacent uses, roadways and natural areas.
- Provide site and building amenities that create a pleasant working environment for employees.
- Promote coordinated physical organization by enforcing setbacks and landscaped buffers, creating a consistent character between the industrial and commercial districts.
- Create visual barriers between industrial and commercial areas by requiring screening.
- Encourage high quality site planning and architectural design of industrial developments including the design of site circulation, pedestrian connections, parking areas, landscaping, building materials, lighting, and signage.

1. Building Setbacks, Site Development

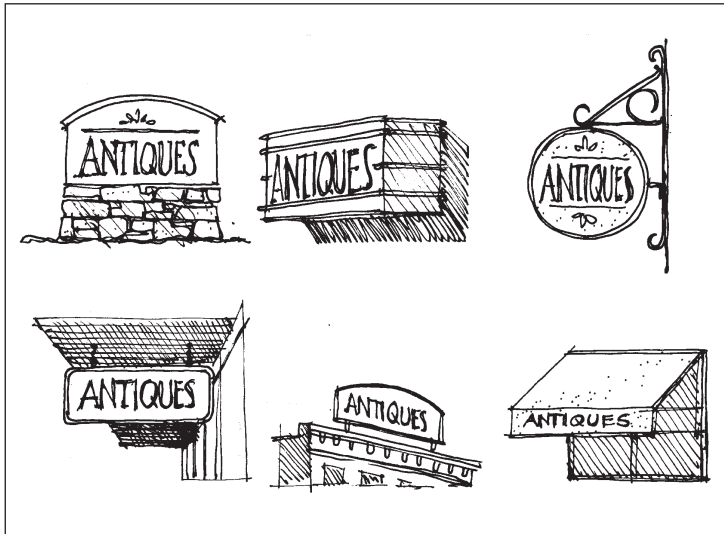
- a. Setbacks shall be as per the City of Glendale Zoning Ordinance.
- b. Development shall be buffered and screened from adjacent sensitive uses, i.e., single-family residential and recreational areas.
- c. Site plans must demonstrate sensitivity to the protection of both existing and future adjacent developments.
- d. To the extent possible, multiple buildings on an industrial site should be internally focused to conceal operations.
- e. Customer entrance facades shall orient towards the primary street. For buildings with multiple entrances, customer entrances shall be differentiated from service and employee entrances.
- f. Accessory structures or uses shall not front a primary street and shall be oriented away from public rights-of-way, open space, and residential areas.

Design Standards

Figure 48: Large parking areas shall be divided into “rooms”, of no more than 80 spaces, defined by pedestrian paths, landscaping and building placement.



Figure 49: Signage shall be designed with an appropriate form and size for the location it is placed.



2. Building Height

- a. Building height shall be designed to maintain a scale appropriate to the surrounding neighborhood.

3. Massing and Orientation

- a. Mass of the office portion of the building shall be broken down to a human scale with a strongly marked public entry.

4. Architectural Detail

- a. Each principal building shall have a clearly defined customer entrance featuring one of the following; canopies or porticos, overhangs, recesses/projections, raised parapets over the door, peaked roof forms, arches or other unique architectural details. See Figure 51.
- b. Buildings shall be designed with consistent materials and details on all sides visible from public rights-of-way.
- c. Employee break areas shall include a high degree of transparency, articulation and detail.

5. Building Materials

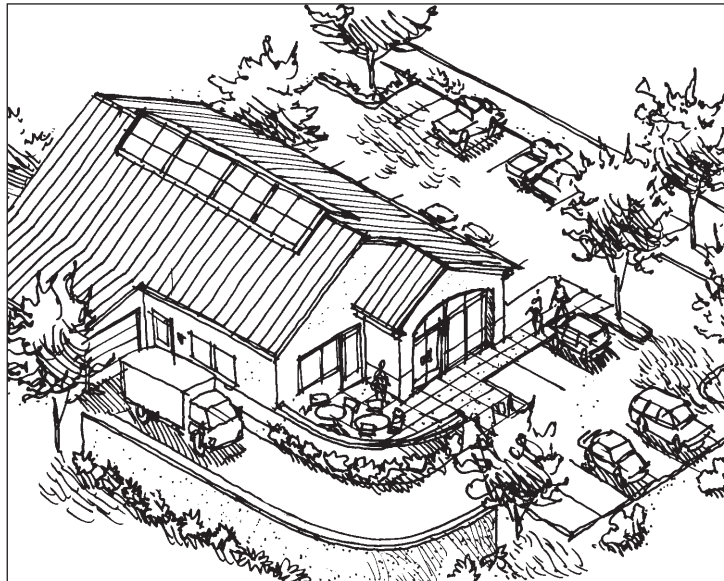
- a. At least 30% of the front/office portion of the building shall be of transparent materials to differentiate the office from the remainder of the building and create an inviting customer area. See Figure 52.
- b. Predominant exterior building materials shall have quality, durable material such as brick, wood lap siding, sandstone or other native stone, integrally colored, textured or glazed concrete masonry units, pre-finished metal panel systems, high quality pre-stressed concrete systems, stucco and integral plaster systems.
- c. Smooth faced gray concrete block, tilt-up concrete, pre-engineered metal buildings and standard single or double tee concrete systems shall be permitted only on facades not visible from public rights-of-way, open space or residential areas.

Design Standards

Figure 50:
Provide a variety
of signage types
including cutout
lettering, graphic
shapes, projected
signs and
illustrative signs.



Figure 51: Each
principal building
shall have a
clearly defined
customer
entrance.



- d. All sides of the building shall include materials consistent with those on the front.
- e. Color schemes shall tie building elements together and shall be used to enhance the architectural form of the building.
- f. Visible roof surfaces shall be made of durable materials such as clay or concrete tile, copper, slate or other pre-finished architectural metals.

6. Landscaping, Sidewalks and Fencing

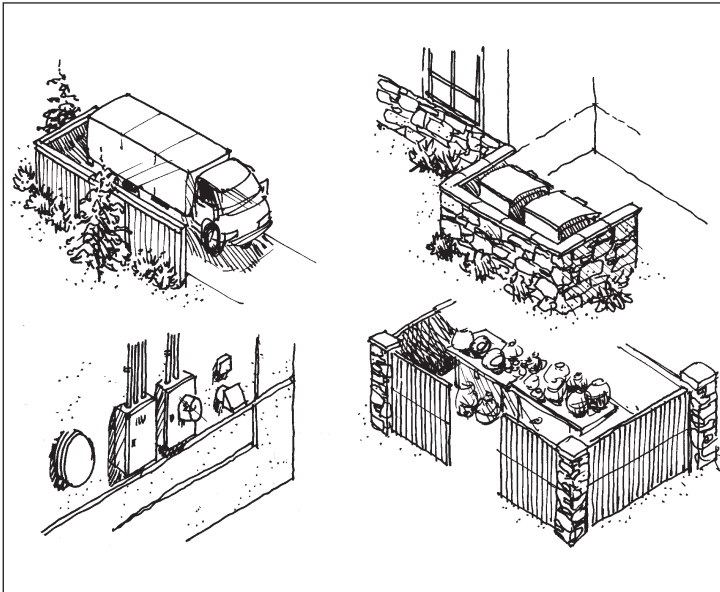
- a. To the extent practical, landscaping shall include native or well-adapted drought-tolerant vegetation, which generally requires less landscape maintenance.
- b. To the extent possible, siting of buildings shall be undertaken to preserve healthy mature existing trees.
- c. Within each area required to be landscaped, at least 75% of the combined surface area shall be covered in live material, including trees, shrubs, ground cover and sod or seed. Areas that are not covered in live material may be covered with crushed aggregate.
- d. Shade trees shall be planted in parking lot islands at a rate of at least one tree and five shrubs for every 10 parking spaces. Parking lot islands shall be at least 200 square feet.
- e. Plant material shall be located at customer entrances and office portions of the building.
- f. Industrial lots that abut commercial lots shall provide a landscaped and fenced buffer.
- g. Fencing materials shall be wood, masonry, split faced concrete block.
- h. Loading docks, truck parking, outdoor storage, utility meters, HVAC equipment, trash collection, trash compaction and other accessory functions shall be screened and integrated into the overall building and landscape design. All utility boxes shall be painted to match the building. See Figure 53.
- i. All rooftop mechanical equipment shall be screened. See Figure 54.

Design Standards

Figure 52: To differentiate the office from the remainder of the building at least 30% of the front/office portion of the building shall be of transparent materials.



Figure 53: Loading docks, outdoor storage, utility meters, HVAC equipment, trash collection, and other accessory functions shall be screened and integrated into the overall building and landscape.



7. Pedestrian Access

- Continuous internal pedestrian walkways within a development site, no less than 5' in width, shall be provided from the public sidewalk or right-of-way to the principal customer/office entrance. See Figure 55.
- All internal pedestrian crosswalks shall be distinguished from driving surfaces through the use of striping of other low maintenance materials.

8. Vehicular Access and Parking

- To the extent possible, separate car and truck access drives.
- Industrial drives or roads shall not align with access points into residential neighborhoods or residential access drives.
- Signage shall clearly distinguish visitor and employee parking from truck loading and service areas.

9. Signage

- Signage on the site and building shall conform to graphics standards as per the City of Glendale.

D. New Residential Areas

Goals and Objectives

- Plan for a variety of housing types that establish and maintain a quality community appearance.
- Provide flexibility in housing trends and patterns, while maintaining compatibility with surrounding development.
- Organize residential buildings around central amenities such as courtyards, plazas, open space and other recreational features.
- Ensure multi-family residential uses compliment adjacent uses.
- Organize multi-family residential buildings around central amenities such as courtyards, plazas and landscaped open space.
- Create a safe, continuous pedestrian network that minimizes conflict with automobile movement while promoting pedestrian movement within and between developments.

Figure 54:
All rooftop
mechanical
equipment shall
be screened.

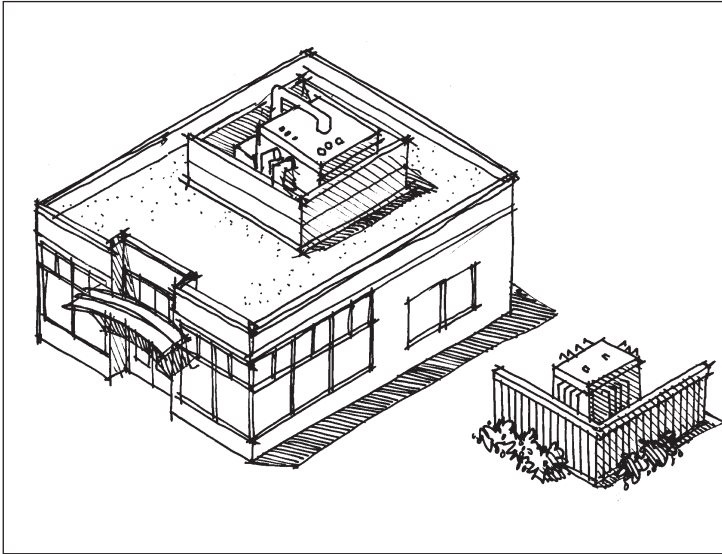


Figure 55:
Continuous
internal
pedestrian
walkways no
less than 5' in
width, shall be
provided from
the public
sidewalk or
right-of-way to
the principal
customer/office
entrance.



1. Building Setbacks, Site Development

- a. Multi-family buildings, open space and parking areas shall be grouped or clustered to avoid the monotony of continuous rows of building walls, and to allow visual access into the development.

2. Building Height

- a. New multi-family housing shall maintain similar height and scale of buildings in the vicinity.

3. Massing and Orientation

- a. New multi-family housing massing shall be suitable relative to both lot size and setbacks. Height may also be stepped-down adjacent to single-family homes to provide visual transition.
- b. The mass of buildings shall be broken up to reduce the apparent scale, provide visual interest and depth, and achieve a more articulated form.
- c. Mirror imaging shall not be allowed in multi-family duplexes. Architectural design should reflect the appearance of a single-family residence. See Figures 56.

4. Architectural Detail

- a. Roof forms shall be designed to correspond to and denote building elements and functions such as entrances and arcades.

5. Building Materials

- a. All multi-family developments shall be constructed with building materials and finishes that are of high quality, permanence and durability such as natural wood, masonite siding, other types of wood siding, stucco, brick and stone.
- b. Predominant roof materials shall be high quality, durable

Design Standards

Figure 56: Mirror imaging shall not be allowed in multi-family duplexes. Architectural design should reflect the appearance of a single family residence.



material such as wood shake shingles, clay or concrete tiles. Composition wood and asphalt shingles and standing seam metal roofs will be considered on a case-by-case basis.

6. Landscaping, Sidewalks and Fencing

- Four types of landscaping shall be required on each development parcel: 1) street edge landscaping, 2) site perimeter landscaping, 3) interior parking area landscaping, 4) building perimeter landscaping.
- Site buildings to preserve healthy mature existing trees.

- Within each area required to be landscaped, at least 75% of the combined surface area shall be covered in live material, including trees, shrubs, ground cover and sod or seed. Areas that are not covered in live material may be covered with decomposed granite (2" depth minimum) river run rock, expanded shale or bark.
- Shade trees shall be planted in parking lot islands at a rate of at least one tree and five shrubs for every 10 parking spaces.
- Loading docks, truck parking, outdoor storage, utility meters, HVAC equipment, trash collection, trash compaction and other accessory functions shall be screened and integrated into the overall building and landscape design and painted in a complementary way.
- All rooftop mechanical equipment shall be screened.

7. Pedestrian Access

- Continuous site perimeter pedestrian walkways within a development, no less than 5' in width, connected to all focal points of pedestrian activity.
- Sidewalks shall be provided along all public streets.

8. Vehicular Access and Parking

- Garage entries, carports and parking structures shall be internalized in building groups or oriented away from street frontage to the maximum extent feasible.
- Carports shall be limited to four bays per parking structure to avoid a continuous row of parking structures.
- Detached garages and carports shall relate to the primary building architecture, demonstrating similar compatible forms, scale, materials, colors and details.

9. Signage

- Signage separate from the building shall be integrated with the overall site plan and planting plan.
- All signage shall meet all city codes and requirements.

Glossary

The following glossary defines select terms as they relate to and are used within the City Center Master Plan.

ADOT/MIS Arizona Department of Transportation/Major Improvement Study. This is a corridor study of substantial traffic and other improvements to a corridor such as Grand Avenue.

Allee 57th Drive from Grand to Glenn Drive, terminating with entry into the Civic Center.

CAC-Citizen Advisory Committee A citizen group named by the City of Glendale to be the official community group advising the City on the City Center Master Plan.

CIP-Capital Improvements Plan A plan, developed by the City of Glendale, identifying the physical improvement projects in the City, and the cost and timing of these improvements.

Cash-on-Cash Return The return in cash which a developer or investor gets, compared to the cash invested, usually expressed in a percentage.

Demographics The social and economic characteristics of a given population such as the citizens of the City Center.

Density A measure of the amount of development built in a specified area. Usually given in residential dwelling units per acre of land (43,560 sq. ft. or about 205' x 205').

Disposition The transaction needed to sell or place a parcel of land in the possession of the actual developer or user.

Eminent Domain The power granted to an Urban Renewal Authority to acquire property in furtherance of the goals of a

Redevelopment Area. It includes the power to condemn land for purposes of acquisition.

Flat A residential living unit of one story.

General Plan A plan as defined by State statute, for the entire City, which describes the arrangement of land uses, transportation and other elements.

General Plan Amendment An official change to the General Plan. The City Center Master Plan is the basis for changing the General Plan as it related to the City Center area.

Grid An arrangement of north-south/east-west streets in a rectangular pattern, following a regular spacing and orientation, such as the streets in City Center.

Infrastructure Utilities such as gas, sewer, water, storm drainage, electric, gas and communications lines which run submerged, below ground level.

Infill Development which occupies land that is surrounded by existing development, and which has utilities in close proximity without the need to extend service.

Land Assembly The process of purchasing properties with the intention of creating larger lots to accommodate larger scale development that would otherwise not be possible with existing land parcel configuration.

Land Coverage The percentage of actual land area covered or occupied by the "footprint" or ground floor area of buildings.

Loft A relatively unfinished residential unit with higher than normal ceilings and only basic amenities, to be outfitted to suit by the owner or occupant. Design adapted from industrial design features.

Mixed Use Developments which consist of two or more different uses, such as residential, retail and office space. The uses may be separated vertically or horizontally.

Overlay Zones Special additional regulations which are applied to specific areas to supplement customary zoning, in order to address unique conditions or to obtain unique development results.

Parapet An extension of a vertical wall surface above the adjacent roof surface of a building.

Portico A building entrance, usually for pedestrians, which accentuates the entrance and often provides covering shade or shelter overhead.

Present Value Future income or expense valued at today's value, rather than what the value will be in the future. Use of this term enables even comparisons of alternative investments or returns.

Redevelopment Area An area established under State statute, within which certain powers of planning and development are allowed, for the purposes of renewal and revitalization.

Setback The distance a building is offset from the front, side or rear property line.

Site Preparation The process of making a site ready for a developer to begin building construction. It usually consists of demolition of existing buildings, walks and drives, walls and removal of obstructions such as obsolete utility lines, and rough grading.

Specific Area Plan A plan which addresses land uses, configuration, street locations, and other design and planning considerations. This type of plan carries out the City's General Plan in a specific area such as City Center.

Spec or Speculative Development of a property with the intent of selling or leasing the property or building, but without an owner or lessee in hand at the time of development.

Streetscape The amenities added to a street to make it pleasant, safe and convenient for pedestrians. Such amenities may include lighting, signage, landscape, seating, trash receptacles, and tree grates.

Townhouse A residential dwelling unit, usually of 1-3 stories, which is typically developed in groups or rows attached to one another by common walls.

Xeriscaping Landscaping using vegetation which requires relatively small amounts of water.

Zoning Regulations established by the City defining allowable land uses and requirements for site planning and design of buildings of all types. Factors regulated typically include building height, setbacks, parking, and permitted uses.



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